

The Effects of Motivation on Employees' Performance at Jimma City Administration Civil Service Sectors

**BY:
GALI HUSSEIN**

*A Thesis Submitted to the School of Graduate Studies in Partial Fulfillment of
the Requirements for the Master of Public management (MPM)*



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

**MAY 30, 2019
JIMMA, ETHIOPA**

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DECLARATION

*I hereby declare that this thesis “**The effects of Motivation on Employees’ Performance at Jimma city administration civil service sectors**” has been carried out by me under the guidance and supervision of Dr. Zerihun Ayenew and Mis Tsegered aAboye (MBA).*

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 effects of Motivation on Employees’ Performance at Jimma city administration civil service sectors” submitted to Jimma University for the award of the Degree of Master of public management (MPM) and is a record of confide research work carried out by Mr. Gali Hussein 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.

Main Adviser’s Name

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Date

Signature

Abstract

The purpose of this research was to examine the effects of motivation on employee's job performance at Jimma city civil service sectors. Quantitative Primary data were collected using questionnaire from 308 participants that were selected from 25 sectors of the city using proportional allocation method and qualitative data was collected from purposely selected participants. Descriptive and inferential statistics of correlation and regression analysis were used to analyze the empirical data and thematic data analysis was used to analyze the qualitative data. Pearson correlation Coefficient (r) was used to the correlation result indicated that there were positive relationship between all of independent variables and the dependent variable. This implies that any increase or decrease on the independent variable will bring corresponding change on employees' job performance. Hence, it was recommended that Jimma city civil service sectors should periodically review its practice on extrinsic and extrinsic motivational factors, working condition and co-worker relationship in order to improve the limitation and to identify its effectiveness on employees' job performance.

Key words: *Motivation, employees' job performance, working conditions, coworker relationship.*

Acknowledgements

First of all, I would like to thank the Almighty Allah who gave me enriched life and the opportunity to pursue my postgraduate study. Secondly, Secondly I would also like to express my sincere thanks to all designated parties who helped me for my thesis work in every circumstance.

I would very much like to express my warm gratitude to my advisor Dr. Zarihun Ayenew for his guidance and advice, insightful comments, patience, and encouragement throughout the process of the study project. Without him, my all endeavors in this project could not have been fruitful.

My Sincere acknowledgements go to employees and management of Jimma city administration civil service sectors for their co-operation in providing access to information.

I am very grateful to all my family members especially to my beloved daughter's Hanan and Jitu Ghali for their love and patience that enable me to have a peace of mind during my entire study period. I would also like to extend my special thanks to my daughter's aunt Cuchu and her husband Andarge who have supported me by treating my beloved daughter's on behave of me..

Finally, my deepest gratitude extends to my friend Firew Amsalu for their continuous support in reviewing my thesis work at each step and assistance throughout the postgraduate program.

Acronyms/ Abbreviations

ANOVA	:	Analysis Of Variance
HR	:	Human Resources
HRM	:	Human Resources Management
JCA		Jimma City Administration
JCCSS	:	Jimma city civil service sector
SPSS	:	Statistical Package for Social Science:
VIE:	:	Valence, Instrumentality and Expectancy

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CHAPTER ONE

INTRODUCTION

This chapter deals with background of the study, statement of the problem, general objective and specific objective of the study, research questions, significance of the study, scope of the study and definition of some terms. Each of them were presented consecutively.

1.1 Background of the Study

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

So as to achieve their goals and objectives, human organizations develop methods to compete in highly competitive markets and to increase their performance. Nevertheless, just a few human 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 human organization and high staff turnover(Fisher, 2012).

Motivation as stated by Ran(2009) as it is the process that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal. It was also described byElliot, A., & Zahn, I.(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 were 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 (William Buskist,Jessica G. Irons, 2009).

In a situation where there were good hygiene factors, the worker would be in a state of no dissatisfaction. The motivator factors, which Herzberg, F., Mausner & B. Snyderman, B. (1959) described as complex factors leading to this sense of personal growth and self-actualization would then reflect worker motivation hence increase job satisfaction and productivity. As a consequence, so as to motivate workers towards higher productivity, while it is important to ensure that the hygiene factors are correct, the manager must manipulate the motivators by attending to job-content issues for example job-enrichment (Sisk, 2009).

From the criticism of Herzberg and from the work of Gold Thorpe, it has been noted that no one theory be it human relations or scientific management, is likely to apply universally. Different socio-economic groups appear to attach different meanings to or have different orientations towards work. Different groups of individuals may have different attitudes and opinions towards the same. They are also likely to react differently towards management policies (Latham, G. P., & Locke, E. A., 2007). At the same time as well-meaning human relations policies on the part of management may appeal to certain groups of workers, they may create feelings of unwelcome paternalism and claustrophobia in others (Latham, G. P., & Locke, E. A., 2007). A model of worker motivation should therefore be able to differentiate between different types of worker and treat the wants, expectations and attitudes towards work as culturally determined variables, not psychological constants (William Buskist, Jessica G. Irons, 2009).

Even though the fact that motivation is very important to determine worker's ability, so are other factors such as the resources given to a worker to perform his or her job. For this reason, successful work performance can arise from a variety of motives. For instance, two people doing similar jobs may both be successful for different reasons. One salesperson may be motivated by the commission earned on sales, while the other may be more concerned about achieving sales targets. This creates a fine distinction in the subject matter because motivation to enhance performance varies from person to person and from human organization to human organization (Daft R.L., 2009).

Now a days, more and more attention is being paid to motivational aspects of human resource, particularly the need for self-esteem, group belonging and self-actualization and applying principles of human resource management in any organization (Pareek and Rao, 1992).

In order to make employees motivated and committed to their jobs in organization's activities, there is a need for strong and effective motivation at the grass root level. In the context of Ethiopia, it is imperative that workers who directly engage in organization's activity should be motivated and have interest in what they do.

Generally, an important objective of management should be to motivate staff to make the efforts necessary for the achievement of the goals of the organization's, or to put it another way, it is their job to make it rational for staff to do what is required of them. Managers have to devote considerable attention to the understanding of the motivation process. According to Beder, (1990) and Wantanabe, (1991) employees work harder and perform better if motivated with their jobs.

Belay and Degnet (2004) stated that the effectiveness of a given organization highly depends on qualified, motivated, committed and responsive workers that were ready to face the ever-changing social, economic and political environment. Therefore; the present study is an attempt to assess the current status that the effect of workers motivation on employee job performance and to identify the major factors which might influence their work and job performance in Jimma city administration civil service sectors.

1.2 Statement of the Problem

Worker's motivation is a topic that has received very significant attention by managers and researchers alike (Gautam, M., Mandal, K., & Dalal, R.S., 2006). It is acknowledged with certainty that no human organization may possibly thrive without their workers. Workers were the main reason any human organization might have the potential to keep in existence for a long time. Similarly to Jimma city administration civil service sectors, workers were the ones who play the major roles and make significant contributions to the human organization. Well motivated workers would influence the efficiency of the human organization and could lead to achieving the human organization's vision and goals (Hussin, 2011).

According to Ran (2009), employers are faced with the task of intrinsic and extrinsic factors that motivate workers and creating high job satisfaction among their staff. Developing programs and policies that embrace job satisfaction and serve to motivate workers takes time and money. When the employer understands the benefits of motivation in the workplace, then the investment in worker-related policies can be easily justified. If the workers are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the human organization cannot attain success. 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 worker behavior, they should also know what the workers want from their jobs. For that reason, it is essential for a manager/supervisor to understand what really motivates workers without making an assumption (Gurland, S. T., & Lam, C. F., 2008).

Customarily, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation (William Buskist, Jessica G. Irons, 2009). In comparison to financial resources; human resources have the capability to create competitive advantage for their human organizations. Normally, worker performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on worker motivation, as it has been shown to influence to a significant degree the human organizational performance.

As Kalimullah A. R. (2010) suggested, a motivated worker has his/her goals aligned with those of the human organization and directs his/her efforts in that course. In addition, these human organizations are more successful, as their workers continuously look for ways to improve their work. Getting the workers to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by intrinsic and extrinsic factors that motivate them (Santrock, 2009).

In Jimma city administration civil service sectors, workers are the ones who play decisive role on productivity or failure of the organizations. But the basic question here is, do we have research that tell us the extent to which these workers were motivated and what job performance looks like in this organizations?

The questions raised above were very basic but research on motivation and performance were very scarce at country level. There is almost scarcity of research on topic under study in the stated city. Studies on worker motivation have been carried out over the years but they were largely based on the western human organizations and very few studies on motivation have been done so many times but the one that focuses on our country is missing. Most of research done on worker motivation mainly focused on the factors that contributed to it being attained. For example, Tayu (2007) conducted research on motivation of workers in different agricultural zones of Oromia. He specially gave great attention to factors related to salary and movement with in rural areas. He did not give attention to how lack of motivation relate to productivity. Specially, there has been a great challenge on the part of leaders in Jimma city

administration civil service sectors on determining how exactly they can attain maximum motivation for their workers whom they believe would go a very long way to improve the organizational performance.

Hence, this research not only focuses on factors that relate to work motivation but also attempts to show how it affects employee performance.

1.3 Research Questions

The present research attempts to fill were the following.

- What were the extrinsic factors that influence employees' motivation at JCCSS?
- What were the intrinsic factors that influence employees' motivation at JCCSS?
- Is there a relationship between co-worker relationship and employees' performances?
- Is there a relationship between working conditions and employees' performances?
- What relationship exists between extrinsic and intrinsic motivation with employee performance?
- Which factors affects more employee performances?

1.4 Objectives of the Study

The present research has the following general and specific objectives.

1.4.1 General objective of the study

The general objective of this study is to investigate the effect of workers motivation on employee job performance.

1.4.2 Specific objectives

- To investigate the intrinsic factors that influence employee motivation at JCCSS.
- To investigate the extrinsic factors that influence employees' motivation at JCCSS.
- To describe the relationship between working condition and employees' performances.
- To describe the relationship between co-worker relationship and employees' performances.
- To examine the relationship exists between extrinsic and intrinsic motivation with employee performance.
- To identify factors more effect employee performances.

1.5 Significance of the study

The finding of this study would help the institutions to consider ways and means of improving working conditions of the institution and thereby improving work environment. Besides, the findings of this study would help the policy makers to develop appropriate policy that deals with motivation in work environment. Similarly, it is also important for service providers such as human organizational leaders and other social workers etc. So as to adequately meet the needs workers and productivity of the human organization. It is also expected that this paper may contribute in awareness raising concerning the employee's motivation in the whole organization of Jimma city administration. Thus, the investigator feel that the study will make the concerned bodies given due attention to the problem of motivating working force to improve job performance in Jimma city administration civil service sectors. At the end, it would be used as knowledge base for other researches who wants to precede the study on this topic.

1.6 Scope of the study

The present research is delimited to investigate the effect of workers motivation on employee performance at Jimma city administration civil service sectors on issues of intrinsic and extrinsic factors, especially working condition and co-worker relationship only. Besides, due to shortage of time available to complete the study, the scope of this study was limited to Jimma city administration civil service sectors on factors that contribute to workers low motivation and performance.

1.7 Organization of the study

The paper is organized in to five chapters. Chapter one of the study discusses about background of the study, statement of the problem, objectives of the study, significance of the study, delimitation of the study. Chapter two reviews the international and national literature on subject under study. Chapter three of this study describe the research design, population of the study, sampling system and sample size, source of data, instruments of data collection, validity and reliability of the study, procedure of data collection and method of data analysis and operational definition of key words. The fourth chapter is devoted to data presentation, analysis and discussion in which the collected primary data analyzed and organized in meaningful manner so as to meet the objectives of the study. Finally, the last chapter concerned with summary, conclusion and recommendations. Here, the findings of the study are summarized, conclusions clearly presented and recommendations are provided for the findings of study.

CHAPTER TWO

LITERATURE REVIEW

The objective of this section is to review the relevant published material relating to the study. According to Saunders, Lewis and Thorn hill (1997) the main purpose of a review is to assist in developing a good understanding and insight into relevant previous research and the trends that have emerged. This would assist the study to compare the current situation with the postulations in the theoretical framework. First, theoretical literature review will begin and then followed by empirical part. Finally, the conceptual frame work was presented briefly.

2.1 Theories of motivation

The term motivation in this study encompasses three separate concepts. Arnold and Silvester (2005) usefully characterize these as direction, effort and persistence. Direction relates to what an individual is trying to achieve, effort describes how hard a person is trying, and persistence examines how long a person will persevere at a task.

Assumptions about people need to be taken into account when studying motivation theories. McGregor (1960), Argyris (1972) and Schein (1988) have identified three common sense approaches: Theory X, Theory Y and Social Theory. Theory X states that people cannot be trusted. They need to be controlled. Theory Y suggests that people seek independence and creativity in their work. They have morals and work hard. Therefore harsh controls are not needed. The third is Social Theory. This puts forward the idea that social aspects largely affect behavior. This paper looks at need theories: Expectancy theory, equity theory and organizational justice, including citizenship behavior and psychological contracts. It goes on to argue all the theories are relevant and can be used to understand a breach of psychological contract.

2.1.1 Need Theories

The work of Maslow (1943) is the obvious place to start when looking at content theories. His hierarchy of needs has received much attention and his ideas have been transferred to the work setting by others, as shown in Figure 1 below. The pyramid is read from the bottom, so the most basic need is physiological. Once this need is met in the individual's opinion, it is no

longer the driving force. The next need, safety, becomes most important to a person at that time. The person then strives to satisfy this need and so on, until the level of self-actualization. The needs do not necessarily need to be met in a fixed order.

In terms of work motivation, the theory would suggest that whilst at work, people work to satisfy lower needs and strive to always gain more and improve their situation. As Maslow did not design this model for the work situation, what are the implications? For example, is it not possible that people have their needs met in other areas of their lives? Were some of these not met in their personal life? Managers trying to use this theory may find they need to know about their employee's personal life. Leading on from this, some rewards or incentives may satisfy more than one need. The lack of definition of when a need is met may raise questions such as how we know when the employee is ready to move on to the next need. These flaws in the theory were supported by evaluative research by (Wahba and Bridwell , 1976) (Salancik and Pfeffer , 1977), and(Rauschenburger , 1980).

In summary, the concept that people are driven by needs seems to still be valid in terms of motivation at work, although only in specific areas. Content theories fail to explain the actual process of motivation. People may have these needs. However, what actually makes them get up and do something? This leads us onto our next set of theories – process theories.

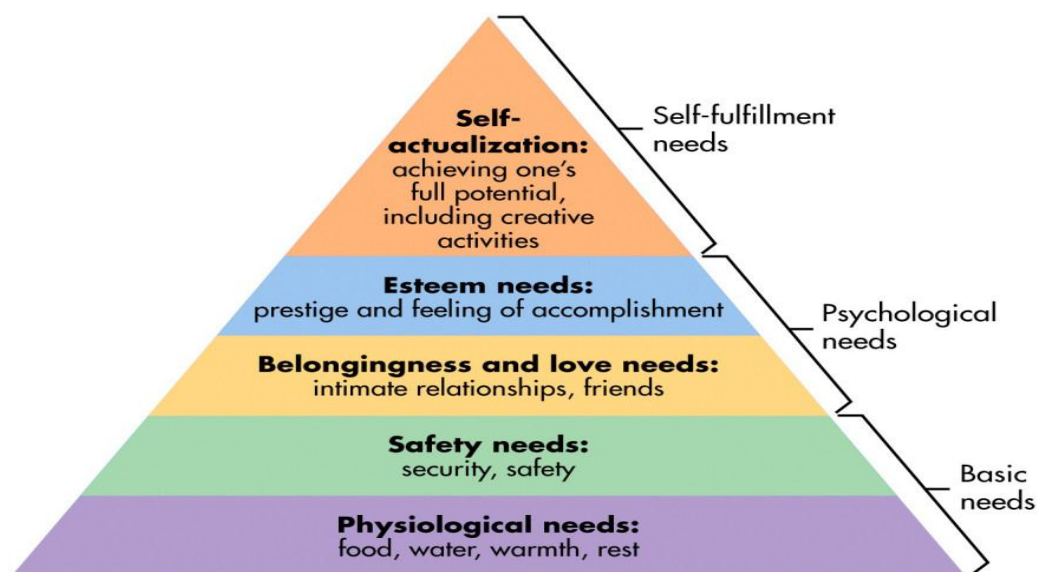


Figure 1: Hierarchy of needs Maslow (1943)

2.1.2 Expectancy theory

Vroom (1964) presented Expectancy Theory, also called Valence, Instrumentality and Expectancy (VIE). This theory aims to explain what a person will do when faced with a few possible choices. This is seen as a cognitive review of three factors for each of the actions being considered: 1. Expectancy – how much individuals believe they can achieve; 2. Instrumentality – do individuals believe that the process will result in the desired outcome; 3. Valence – how much the individual values the outcome. Vroom suggests that the force to act depends on VIE as a whole. It can be calculated by multiplying the separate components. Therefore if a person has zero for any of the scores, their overall score would also be zero and they would not act. In addition to this, social exchange theorists view the relationship between employee and organization as an exchange of loyalty and effort in return for organizational inducements. These can be financial rewards, benefits, nature of the job and working conditions (Armeli et al. 1998).

In terms of applying this to practice, managers need to ensure that their employees feel they are able to do the job, that employees understand that if they do their job well, they will receive the expected outcomes, whether this be material or verbal rewards; and finally, that the rewards are attractive to the employee. On the face of it, this theory has high face validity. However, there are concerns about the exactness of the formula and the methodological issues, especially as studies have not shown empirical support. Van Eerde and Thierry (1996) and also Schwabetet al. (1979) has shown that VIE can be used in various ways and can be a better predictor. For example, behavior can be predicted by adding them together, as well as by multiplying them. In terms of the actual model, self-measures can be influenced by high subjective bias. In addition, further research could aim at identifying the strength of values people hold, as well as why they hold them.

However, this is not to say that this theory does not add something to motivation at work. It is still useful to have the separate components of motivation at work even if they don't exactly correlate to the formula.

2.1.3 Equity Theory

So far, the theories have not really taken into account the environment in which the employees work. Equity theory, derived from Adams (1965), focuses on how fairly people

think they are being treated in comparison to how others are being treated. It is based on Exchange theory. Huseman et al. (1987) believe that ‘people expect certain outputs as a result of their inputs’. If inputs/outputs are considered to be unequal, or do not tally with that of others, then inequity exists. The greater the inequity felt, the greater the distress to the individual. The greater the distress an individual feels, the harder they work to find a balance. This may include a reduction in the amount or quality of work produced. Pritchard (1969) supports this in his laboratory studies. The research of equity theory in terms of an individual achieving more output than input is not as supported (Mowday, 1991).

Again this theory is vague. What degree of inequity is needed to evoke such reactions? Is it the same for everyone or are there individual differences? In addition, equity theories do not specify what restoration device was used (Greenberg 2001).

2.1.4 Organizational Justice Theory and Organizational Citizenship Behavior

Equity Theory has been broadened into organizational justice Theories. Folger and Konovsky (1989) make the distinction between distributive justice and procedural justice. The former relates to the allocation of rewards and whether or not this is fair. The latter refers to the fairness of the process. If an individual experiences a feeling of injustice, they was less willing to be good citizens at work. This has become known as organizational citizenship behavior (Moorman 1991).In terms of relating these to practice, an effective organization needs to have employees who are willing to do core tasks to assist other employees as and when required. The individual has the choice whether or not they perform organizational citizenship behavior. Organizational citizenship behavior includes the following; there is some reason to question whether the use of organizational citizenship behavior should be considered as being over and above the job.

Kam et al. (1999) suggest that many employees see them as part of their job. There are differences in cultures, too. Courtesy and sportsmanship are more expected in Japan and Hong Kong than in Australia and the United States. Another assumption is whether or not organizational citizenship behavior are beneficial. Surely a person could be so involved in such behaviors that their ability to do their job is affected? Perhaps this is an area for further research.

Organizational change can increase the likelihood of an injustice and cause problems. The psychological contract may be broken causing employees to reduce the level of organizational citizenship behavior. Rousseau (1995) illustrates this and suggests that the perception of why an organization falls short of the individual's expectations is important.

2.1.5 Psychological Contracts

Psychological contracts are linked to exchange theories and organizational citizenship behavior. This is unwritten expectations and the satisfaction of needs arising from the relationship between the employee and the organization. Examples include being treated with respect, being safe and secure, being treated fairly or be assisted to develop (Mullins 2002). In addition to this, psychological contracts are established on perceived promises, where a promise means any communication where future action is intended. Problems occur when there is a breach of this contract (Rousseau, 1989).

A variety of trends in the workplace, such as downsizing, restructuring, and temporary contracts and outsourcing, are having an effect on employees' psychological contracts (Morrison and Robinson 1997). Studies have shown that breaches of psychological contracts can result in lower employee well-being, negative attitudes towards the job and organization, less commitment, lower performance, fewer citizenship behaviors and increased withdrawal of behaviors such as resigning or taking sick leave (Conway and Briner, 2005). Perhaps moving to a new organization or taking sick leave could relate to equity theory; the employee is attempting to regain a balance. It further relates to Maslow's theory as described earlier. If, for example, safety and security are not met, the person's immediate goal was to seek this safety perhaps by leaving. Further, it relates to the organizational justice theory: employees, who feel they are being treated unfairly, was dissatisfied.

However, at what stage is the psychological contract believed to have been broken? Are small breaches considered to be important or merely dismissed? Does the importance of the breach have an effect? Research suggests this is indeed the case (Conway and Briner, 2002). Further questions are raised about to what extent the breach is intentional and the subsequent impact. Robinson and Morrison (2000) suggest the extent of an intentional breach does not have an effect on the impact. When a psychological contract has been broken, it can be difficult to mend. Offering a clear and honest explanation can reduce its effects, although the

person involved may fail to accept the explanation. Therefore, we need to concentrate on minimizing breaches. This can be done in a variety of ways such as providing clear job descriptions, exercising caution when making promises, trusting employees, maintaining high self-esteem and communicating with employees. This communication can include involving them in decisions, being transparent about the current situation and explaining decisions (Robinson and Morrison 2000).

2.2 Extrinsic Factors that Influence Worker 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.

2.2.1 Monetary Compensation/ Salaries

No one works for free, nor should they. Workers want to earn reasonable salary payment and workers 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 intrinsic and extrinsic factors that motivate the industrial workers to attain greater productivity (Abadi, 2011).

2.2.2 Leadership

Leadership is about influencing people to do things the right way. To achieve that you need people to follow and to have them trust you. And if you want them to trust you and do things for you and the human organization, they need to be motivated. Theories imply that leader and followers raise one another to higher levels of morality and motivation. Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the human organization. Leadership and motivation are active processes in management (Rukhmani, K., Ramesh, M.& Jayakrishnan, J., 2010).

2.2.3 Job Enrichment

Job enrichment is a job redesign technique that allows workers to have autonomy on how they perform their own tasks, giving them more responsibility. As an alternative to job specialization, companies/human organizations using job enrichment may experience positive outcomes such as increased motivation, reduced turnover, increased productivity, and reduced absences. This may be because workers who have the authority and responsibility over their own work can be more efficient, eliminate unnecessary tasks, take shortcuts, and overall increase their own performance.

At the same time, there is some evidence that job enrichment may sometimes cause workers to be dissatisfied. The reason may be that workers who are given additional autonomy and responsibility may expect greater levels of pay or other types of compensation, and if this expectation is not met, they may feel frustrated. One more thing to remember is that job enrichment may not be suitable for all workers. Not all Workers desire to have control over how they work, and if they do not have this desire, they may feel dissatisfied in an enriched job (Whittaker, 2008).

2.2.4 Information Availability and Communication

Managers can stimulate motivation by giving relevant information and making it readily available to the workers. To this researcher it seems that there is no known human organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another hence lifting up each other self-confidence (Chiang, C.F., & Jang, S.C., 2008).

2.2.5 Work Environment

Worker level of motivation is also influenced by the quality of the working environment both its physical attributes and the degree to which it provides meaningful work. While a comfortable physical environment is correlated with Worker motivation, the relationship is not merely as strong as the relationship between motivation and managerial behavior (Yazdani, 2011).

Work environment plays an essential role since it influences worker motivation. Workers are concerned with a comfortable physical work environment that will ultimately provide extra optimistic level of motivation. Lack of favorable working conditions, amongst other things, can affect badly on the worker's mental and physical well-being. According to Arnold and Feldman (1996) factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions.

2.2.6 Good Managerial Relations

A good managerial relation is an important factor in fostering worker motivation. Those who act to maintain good relations with their workers exhibit the following behaviors: help with job related problems, awareness of worker difficulties, good communication, and regular feed-back about the performance so that workers always know where they stand. Workers want to have input into decisions that affect them, to feel important and appreciated. They want to be informed and involved at work place. When a job brings recognition and respect, workers are motivated with it. This is an easy condition to create with feedback(Tella, 2007).

2.2.7 Promotion Opportunities

Promotional opportunities affect worker motivation considerably. The desire for promotion is generally strong among workers as it involves change in job content, pay, responsibility, independence and status among others. An average worker in a typical government human 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 workers take promotion as the ultimate achievement in their career and when it is realized, he/she feels extremely satisfied (Turkyilmaz, 2011).

2.2.8 Work Group

The work group does serve as source of motivation to individual workers. It does so primarily by providing group members with opportunities for interaction with each other. It is well known that for many workers 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.A, S., & Ayo, H., 2009).

2.2.9 Nature of Job

Many years of research in different human organizations and jobs have shown that nature of job itself becomes a dominant factor of job worker motivation when workers assess different aspects of their work, like supervision, growth opportunities, salaries, and colleagues and so on. When the job performed by a worker is perceived to be important, this will increase motivation level. Work challenges let workers utilize their skills, knowledge and intelligence to deal with complexities involved in their job. There is a negative association between intelligence and motivation when complications in jobs are persistent because most of the jobs are not challenging or interesting, hence if the job doesn't have the perceived element of interest it may possibly bring demotivation among intelligent workers (Mehmood, N.Irum. S.&Ahmed,S., 2012).

2.2.10 Co-Workers

A co-worker is a person who holds a position or rank similar to that of a worker in the same company/human organization. Co-workers are a distinct part of the working environment, and workers are expected to work harmoniously with other workers (Iqbal, 2010). People seek friendly, warm and cooperative relationships with others, not only for what these relationships produce in the immediate present, but also for what they provide in those times of need, such as social support.

2.3 Intrinsic Factors that Influence Worker Motivation

Intrinsic motivation is the desire of an individual to perform his/her works well, so as to achieve the satisfaction of intrinsic needs. In other words, an individual performs a task so as to achieve certain types of internal states, which he/she experiences as intrinsic motivation relates to psychological rewards such as the recognition of a task completed. External rewards such as food, money, praise, and so on, are not the main reason for a person to engage in activities. Intrinsic motives can be satisfied by the work itself. In other words, the task itself is the main source of motivation, since it provides interest, stimulation, challenges, and opportunities for personal growth and achievement to the individual. Intrinsically motivated behavior is the one that is determined by an individual's need for feeling competent and self-determining. On the one hand, a person will seek out challenges that allow him/her to behave in ways that provide him/her with a sense of competence and self-determination (Matthew et al. 2009).

2.3.1 Recognition and Worker Motivation

According to Maurer Kalimullah et al.(2010) rewards and recognition are essential factors in enhancing worker job satisfaction and work motivation which is directly associated to human organizational achievement (Jun et al. 2006). Kalimullah conducted a study in which he examined the relationship between rewards and Worker 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 worker work motivation (Kalimullah, 2010).

2.3.2 Skill Variety

This is the extent to which a particular job requires a variety of worker competencies to carry it out (Jackson, 2011). For example, lower skill selection exists when an assembly-line worker performs the same two tasks over and over again. The more skill involved, the more meaningful the work becomes for a worker. Dockel, Basson and Coetzee (2006) suggest that one way that workers may develop a sense of competency is by working in a job with high skill diversity. Skill variety relates to feelings of belonging, as well as a sense of attachment to the human organization. Mathis and Jackson (2011), however, warn that skill variety should not to be confused with multitasking, which is doing several tasks at the same time, for instance, with computers, telephones, other devices, and personal organizers.

2.3.3 Trust

Trust is defined as the perception of one about others, decision to act based on communication, behavior and their decision. If a human organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure a human organizations existence and to enhance workers motivation. It can make intrapersonal and interpersonal effects and influence on the relations inside and out the human organization(Annamalai, T., Abdullah, A. G. K., & Alasidiyeen, N. J., 2010).

2.3.4 Fairness of Treatment

Kalpna (2013) claimed that in evaluating fairness, individuals first assess the ratio of their contribution (input) to the resulting economic or social compensation (output) and then compare the ratio with that of referent others. Receiving comparatively both too much (overcompensation) and too little (under-compensation) is evaluated as unfair, according to equity theory. Accordingly, individuals try to reduce the unfairness by altering input (e.g.

working less) or output (e.g. stealing from the company). The main drawback for human organizational behavior researchers was that equity theory does not provide specific predictions about people's reactions to inequity. This limitation of equity theory promoted the shift of prominence in human organizational justice research towards procedural justice (Kalpana, 2013).

2.3.5 Total Life Space

The idea of total life space is a new concept for human resource leaders, growing in importance as the number of workers grow. Workers want to be able to balance the demands of work and home. To do this, they want their leaders to expect a reasonable amount of work, but not so much that the job interferes with personal life(Kalimullah, 2010).

2.3.6 Meaningful Work

Meaningful work is considered as a very important factor when it comes to intrinsic worker motivation. These days, workers want to be engaged in qualitative work. Workers want their work to be meaningful to them. Meaningful work is an emerging factor for valued outcomes of human organizations. Meaningful work is an important issue and is valuable for both worker and employer. There are some other factors rather than money which a worker may want to share with their community and home members. Such factors include sense of achievement and feeling of accomplishment of some tasks. This meaningful work is considered as a dividend to the worker (Pocock, 2006).

Outcomes, task distinctiveness and meaningful work are important for such people who have the desire for achievement. Worker motivation cannot be separate from demand of meaningful work. It is the duty of leaders to make work meaningful for their workers so that they can be motivated with their job and due to this, workers will show a positive response in the human organization. Success, achievement and status are included in the meaningful work experiences (A.Yaseen., 2013).

2.3.7 Training and Development

Training provides chances to workers growth and enhances their knowledge and skills for effective development (Kabir, 2011).Trained workers are more motivated with their job as compared to untrained workers (Abdullah and Djebavni, 2011).These training programs positively raise workers advancement that is good for competencies (Hunjra, 2010).

By getting these training programs workers are able to get self-assured, evolution of career, and have positive thought for their human organizations/companies (Kabir, 2011). The aim of these training and management programs is to amend workers skills and human organization potentialities (Hunjra, AI, Chani, MI, Aslam, S, Azam, M & Rehman, KU, 2010).

2.3.8 Responsibility

According to Lai (2011), worker participation may enhance motivation and job satisfaction through power sharing, and increased responsibility. Worker participation can provide individuals an opportunity to make key managerial decisions that have an impact on other workers, thus increasing job satisfaction and performance. Herzberg's two-factor theory suggests that intrinsic work factors such as responsibility held by worker 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).

2.3.9 Empowerment and Worker Motivation

Worker empowerment and participation consists of contribution of workers in management and decision making associated to policies, objectives and methods of the human organization. Empowerment results in intrinsic and extrinsic factors that motivate Workers that leads to constant expansion and human organizational growth. Empowerment directs faster decision of customer troubles for the reason that Workers did not fritter away time referring customer objections to leaders. Increased self-sufficiency enhances work productivity, amplifies workers wisdom of self-efficacy and their motivation to get upon and complete certain tasks. Leaders should regard workers in decision-making procedures (Mani, V, 2010).

Amin (2010) believed that empowerment creates motivation and energy in workforce to do their work efficiently and effectively. Together the job characteristics of career revamp and worker empowerment are imperative characteristics in giving greater worker dedication and trustworthiness toward the human organization and increased level of motivation. Participative decision making is a set of planned procedures for systematizing individual sovereignty and autonomy in the perspective of faction accountability and associated to system-wide control.

Worker participation and empowerment not only direct to efficiency, effectiveness and innovation but they also boost Worker fulfillment, work motivation and trust in the human organization. John Baldoni in his book “Great motivation Secrets of Great Leaders” has discussed that empowerment and recognition encourages and motivates people to work. He elaborates it that empowerment grants people with responsibility and ability to act as it puts people in control of their own destinies. Also he wrote that it's fundamental to our humanity that everyone needs to be recognized about how and what work they have done and next time they do it more efficiently for the sake of more recognition (Khan, 2010).

2.3.10 Task Significance

Task significance is the extent to which a worker perceives the job he or she is performing as having a substantial impact on the lives of other people, whether those people are within or outside the human organization (Lunenburg and Ornstein, 2008). Most people work to earn a living, but also because of the other satisfactions that come with the job, such as doing something meaningful.

2.4 Worker Motivation and Absenteeism

Various studies have attempted to examine the relationship between worker motivation and absenteeism. Absenteeism as absence is commonly viewed as one of the means of withdrawal from stressful work situations. According to Luthans (1995), research has generally revealed a consistent inverse relationship between motivation and absenteeism, for instance when motivation is high, absenteeism tends to be low and when motivation is low, absenteeism tends to be high. Even though this correlation has been found to be rather moderate, the underlying assumption is that absence is at least in part, the result of dissatisfaction on the job (Anderson, 2004).

Absenteeism has long been considered a significant and pervasive problem in industry. As a result, theories have been developed and numerous studies conducted to identify the causes of absenteeism. Probably one of the most common theories is the notion that absenteeism is caused by workers avoiding a painful or dissatisfying work situation. Although it is recognized that absenteeism may be caused by the worker's inability to come to work, motivation to attend work is assumed to be a major factor determining how often a worker is absent. To many in the world of work, absenteeism is one of those stubborn problems for which there is no clear culprit and no easy cure (Obasan, 2011).

Furthermore, as a general phenomenon it does not discriminate against individuals on the basis of sex, race and religion. Obasan, (2011) postulates that “employers have the right to expect good attendance from their workers as employment is a contract between two consenting parties”. According to Vlosky and Aguilar (2009) absenteeism can be very costly to human organizations and enormous savings can be realized through effective management of nonattendance at work. Besides the cost implications, absenteeism is influenced by dozens of interrelated factors which make it even more difficult to “quantify, qualify or rectify”. One of these factors which have been cited by different researchers is worker’s level of job motivation in the workplace.

2.5 Worker Motivation and Productivity

According to Wentzel and Wigfield the relationship between worker motivation and productivity is not definitely established. The consensus, however, is that in the long-run motivation leads to increased productivity. The strongest implication of much of the research is that the two variables, motivation and performance, are relatively independent of each other. There seems to be at least two possible reasons for this. The first is that in many jobs variations in motivation cannot lead to variations in productivity. Secondly, even when correlations do appear, the associations may be spurious, since both may be associated with other factor. In other words, motivation and productivity may be well largely separate casual paths: one set of factors (e.g. investment in technology) determines productivity and another set (e.g. perceived equity of rewards) produces job-satisfaction (Westover, 2010).

There are some conditions under which high productivity more clearly leads to motivation. One condition is that the workers perceive that intrinsic and extrinsic rewards are contingent upon their productivity. The second condition is that the extrinsic rewards (pay for example) be distributed equitably. Inequitable distribution fails to convince the workers close correlations between hard works and rewards (Muhammad R. A & Wajidi. F.A, 2013).

Efficiency increases as a human organization finds new ways to use fewer resources to produce its output. In a business environment, productivity improvement is essential for long-run success. Through gains in efficiency leaders can reduce costs, save scarce resources, and enhance profits. In turn, improved profits allow a human organization to provide better pay, benefits, and working conditions. The result can be a higher quality of work workers, who are more likely to be motivated towards further improvement in productivity. (Wentzel, K.R., & Wigfield, A., 2009).

2.6 Worker Motivation and Worker Turnover

Turnover is process in which workers leave the human organization and have to be replaced. Like absenteeism, turnover is related to worker motivation. Turnover occurs when workers leave a human organization and have to be replaced. Excessive turnover can be a very costly problem, one with a major impact on productivity. But cost is not the only reason turnover is important. Lengthy training times, interrupted schedules, additional overtime, mistakes and not having knowledgeable workers in place are some of the frustrations associated with excessive turnover (Westover, 2010).

High worker turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for that stick on, and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover by making workers feel motivated on their jobs. The withdrawal behavior of workers is modified by certain factors. Loyalty to the human organization is one such. According to Van and Adonisi (2008), some workers cannot imagine themselves working elsewhere, however demotivated they are in their present job. Availability of other places of employment also influences turnover.

2.7 Work Motivation and Job Performance

Various studies have been undertaken across the developing world in view of identifying important factors that affect the work motivation and job performance and consequently the effectiveness of worker organizations. In what follows, the findings of some of these studies are reviewed.

In developing countries most worker personnel are working under difficult and disadvantageous conditions. Office work in many developing countries is characterized by conditions that foster low morale, lack of mobility, virtually no equipment and extremely low salaries (Wiggins, 1986; Belay, 2008). Likewise, a study which has been conducted in Nigeria identified financial incentives, remuneration and salary and mobility of staff as the factors rated as the most important motivation factors, especially for female (Ajayi and Banmeke, 2006).

According to Belay (2008), most worker office workers in Ethiopia are ill-prepared to assume the emerging roles of office workers, which include, among others; developing farmers own capacity to think for themselves and develop their own solution; coordinating

and organizing knowledge acquisition from several sources; serving as a link to the world outside the village; reaching marginalized, resource-poor and women farmers; applying technical knowledge to site-specific socioeconomic and agronomic conditions; and feeding back information on farmers constraints and potentials to encourage relevant research. These new roles call for a fundamental reorientation of the existing office workers to enable them acquire skills of facilitation, technical know-how, negotiation, conflict resolution and nurturing community organizations. Reorientation programs are extremely important to turn the existing inadequately trained, mostly underpaid and overworked frontline field staff, who prescribe prepackaged messages, into technically competent, highly qualified, effective and more client-oriented workers.

Research studies on work motivational status of development agents and the underlying factors influencing employee work motivation in achieving organization's goals in Ethiopia. The study results showed that the main causes of poor level of work motivation among workers in the study organizations were due to organizational management and management related problems. Of those factors recognition system, the work itself, and organizational administration for the first job satisfaction factors (work incentives, work location, job security, supervision system), institutional factors (job description, perceived performance appraisal, perceived policy environment), and psychological factors (attitude of development agents towards their job) were found most important to influence development agents work motivation. Based on the findings of their studies, these same studies underscored that managers and supervisors should improve management system to motivate workers. Furthermore, they recommended that managers and supervisors of needed to be trained not only in the technical aspects of work but also in human relations, problem solving, sensitivity towards disadvantaged groups, and basic concepts of management. Finally yet importantly, the studies further suggested that managers and supervisors must continuously assess workers level of work motivation and also identify the underlying factors contributing to the undesirable level of work motivation so as to design motivational mechanisms to prevent low performance and turnover of workers.

2.8 The effects of motivation on employees' performance

The motivation theorists such as Maslow (1946), Herzberg (1968), Alderfer (1972) and McClelland (1988) have suggested specific things that managers can do to help their subordinates become self-actualized, because such employees are likely to work at their

maximum creative potential when their needs are met. They agree that by promoting a healthy workforce, providing financial security, providing opportunities to socialize and recognizing employees' accomplishments help to satisfy the employees' physiological needs which in turn also increase their performance. These authors Koch, 1990; Stuart, (1992) all stated that recognition of a job well done or full appreciation for work done is often among the top motivators of employee performance and involves feedback. Positive feedback follows the principles advocated in reinforcement theory, which states that behavior is contingent on reinforcement. Examples of positive reinforcement in this context may include workplace visits by top executives to high-performance employees, personal handwritten notes of thanks accompanying paychecks, and telephone calls by top executives to employees at home (Knippen and Green, 1990).

Theories such as equity has some important implications for ways of motivating people by not underpay, overpay and presenting information about outcomes in a thorough and socially sensitive manner. It states that, companies that attempt to save money by reducing employees' salaries may find that employees respond in many different ways to even the score; those that overpay some employees as a useful motivational technique to increase performance may later realized that when you overpay one employee, you are underpaying all the others. When the majority of the employees feel underpaid, they will lower their performance, resulting in a net decrease in productivity and widespread dissatisfaction.

Hence, the conclusion is that managers should strive to treat all employees equitably; and This suggestion follows from research showing that people's assessments of fairness on the job go beyond merely what their outcomes and inputs are to their knowledge of how these were determined, that is, to their sense of procedural justice (perceptions of the fairness of the procedures used to determine outcomes). Osei (2011) also agrees with the equity theory that, one of the fundamental issues that is sensitive and critical which can make or unmake any organization is wage or salary determination. Justice, fairness and equity in salary determination, to a large extent, put to rest all the traumas any individual or any organization may experience, and that is highly motivational enough to assess the optimal usage of time and energy.

Also, theory such expectancy has several important implications for ways of motivating employees by clarify people's expectancies that their effort will lead to performance, that is by training employees to do their jobs more efficiently and so achieve higher levels of

performance from their efforts and linking valued rewards and performance by specifying exactly what job behaviors will lead to what rewards. It is possible for employees to be paid in ways directly linked to their performance such as through piece-rate incentive systems, sales commission plans or bonuses.

Locke (1968), goal setting theory believes that you can achieve effective performance goals by assigning specific goals; difficult but acceptable performance goals; and providing feedback concerning goal attainment. He further indicated that giving praises, Management by Objectives, and job-design increases employees performance. Praise is a motivator (not hygiene) because it meets employees' needs for esteem, self-actualization, growth and achievement. It is most powerful, less expensive, and simplest, yet the most underused motivational technique. To motivate people to high-levels of performance, objectives should be difficult but achievable, observable and measurable, specific, with a target date, anticipatively set when possible and accepted by employees. Employee who meet their objectives should be rewarded through recognition, praise, pay raises, promotions etc. Many organizations now link pay to meeting goals Lussier, (2005) and the way the first step in organization design is job design - the process by which managers decide how to divide tasks into specific jobs.

2.9 Empirical studies on motivation and job performance

According to Aguinis (2009), performance is about behavior or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort along with the ability to put efforts supported with the organizational policies in order to achieve certain objectives. Campbell (1990) also defines performance as behavior. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences.

There are several variables that determine performance. These variables could be classified as general determinants of performance. For instance, one's qualification can go a long way to enhance his performance. When one goes through education, development and training to acquire a certain level of qualification, it will enhance his working ability all other things being equal. Also, experience is a great asset that can improve an employee's performance. The longer the number of years' experience, the higher the level of performance all other things being equal. Again, quality and style of supervision is a key factor. The use of democratic and autocratic styles of supervision will have varying degree of results given

different behaviors of employees. The working environment is another determinant that could pose serious threat to performance. For example, if the working environment is hazardous, it could endanger the lives of employees.

Campbell (1990) and Aguinis (2009) have provided their version of performance determinants to complement the general determinants. They suggested that individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge, and motivation. Declarative knowledge refers to knowledge about facts, principles, and objects among others. It represents the knowledge of a given task's requirements. Procedural Knowledge is having certain skills in knowing what to do and how to do it. That is, the employee requires certain technical skills to be able to accomplish a task. Procedural knowledge also relates to one's intelligence level and physical ability. The third predictor of performance is motivation, the driving force behind every human activity.

Motivation, which refers to a combined effect from three choice behaviors; choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort (Campbell, 1990). All three determinants of performance must be present for performance to reach high levels. If any of the determinants has a value of zero (0), then performance also has a value of zero (0). Thus, Performance = Declarative knowledge x.

Motivating employees for better performance encompasses several critical factors: employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, overall authenticity of leadership, financial reward, and career advancement among others. Employees are expected to come to the workplace with the intrinsic motivation and desire to be successful, be value-added and contribute to the obtainment of an employer's vision. Conversely, it is incumbent upon the employer to provide resources, opportunities, recognition and a cohesive work environment for employees to be successful (SHRM, 2010).

Engagement influences motivation and it is reflected in the extent to which employees commit, how hard they work and how long they stay. People join organizations for different reasons, motivated by intrinsic and extrinsic rewards. Intrinsic rewards are reflected in actions believed to be important. Examples include an employee who wants to help people by providing excellent customer service or a senior manager who gains a sense of accomplishment from overseeing a large corporation. Intrinsic outcomes include responsibility, autonomy, feelings of accomplishment and the pleasure of doing interesting

work. Extrinsic motivated behavior includes actions performed with the goal to have material or social rewards, with outcomes such as job security, benefits, vacation time and public recognition. It is the responsibility of managers to motivate employees, with the goal for employees to contribute to the organization. Managers can best motivate employees by offering rewards that are meaningful to them (Daniel & Metcalf, 2005 cited in SHRM, 2010).

Perry (2006) did emphasis that employees who participate in their organization's decision making processes and who feel that they have a voice in the company have a higher job satisfaction. Employees are often motivated differently and to develop a work environment that promotes motivation, organizations need to know what is important to their employees and then to emphasize these factors. In fact, some companies and researchers are beginning to look at "work spirituality" not in a religious sense, but in a sense that what an employee does aligns with his or her greater sense of life and purpose. Aside from monetary gain, work provides people with fulfillment on various levels, from earning a living and doing good work to aspiring to a vision and ultimately having an impact on the quality of life. Good organization are always trying to structure the work so as to match the nature of the work with the nature of the employee and to make the work as interesting and enjoyable as possible (Brian, 2013). How employees are treated is a strong determinant of employee motivation and performance. Lawler (2003) emphasizes that treating people right is fundamental to creating organizational effectiveness and success. It is also easier said than done. According to Lawler (2003), this includes a highly complex set of actions on the part of both organizations and employees. Organizations must develop ways to treat their employees so that they are motivated and satisfied; employees must behave in ways to help their organizations become effective and high-performing. This winning combination for performance requires a partnership between the organization and the employees. Lawler (2003) states "One can't succeed without the other." To provide people with meaningful work and rewards, organizations need to be successful. And to be successful, organizations need high-performing individuals. The challenge is to design organizations that perform at high levels and treat people in ways that are rewarding and satisfying. To describe this mutually beneficial relationship, he uses the term virtuous spiral, a relationship that occurs when the organization values its employees, and in return, workers are committed to high performance.

Performance is carefully noted at all levels of the organization. No matter an individual's title, everyone has the opportunity to lead in some capacity and have a positive impact on performance. Understanding the value that can be achieved through different roles is one way of providing motivation, performance and thus leadership skills. Workers have better results when they can identify with those they serve. Specifically, face-to-face interactions and task significance are key drivers for motivation and performance. Making human connections is critical for motivation, leadership and high job performance. Motivation and performance increase simply by an employee's awareness of the impact of his or her job on others. Llopis (2012) also stated that trust is a powerful motivational tool and those leaders that are more transparent with their employees will find surprising results and new types of opportunities to develop talent.

LeBoeuf (1985) stated that "what gets rewarded gets done." If you want more of something in an organization, simply increase greater reward for that behavior. If you want less of an activity in an organization, simply reduce the rewards or increase the punishment or disapproval for that behavior. People respond to incentives. Money is often the first factor to come to mind, but successful managers will see that as just one part of a larger picture of incentives that drives employees to excel at their jobs. Some workers will dedicate greater time and effort for the opportunity to increase their pay through raises, bonuses or promotions. Others may be happy to accept a less competitive pay package in exchange for doing work that they enjoy.

Llopis (2012) stated that everyone wants to be noticed and recognized for their work, therefore employees are motivated to achieve to remain relevant and as such, employees are in search of new ways to learn, improve their skills and invest in themselves.

2.10 Conceptual framework

For the phenomenon of motivation and its effects on performance to be studied empirically, there is the need for a conceptual framework that pulls together the concepts of motivation and organizational performance. The conceptual framework, as illustrate in figure 1 describes the underlying relationship. Motivation either intrinsic or extrinsic leads to performance and is influence by factors such as working conditions, and relationships with superior and peers. The conceptual framework provides a foundation for focusing specific variables for the study. These variables were based on the literature reviewed on motivation and its effect on employee performance. The conceptual framework of the study, where by motivation,

working conditions and co-worker relationships are independent variable whereas employee performance is a dependent variable, is presented as follows:

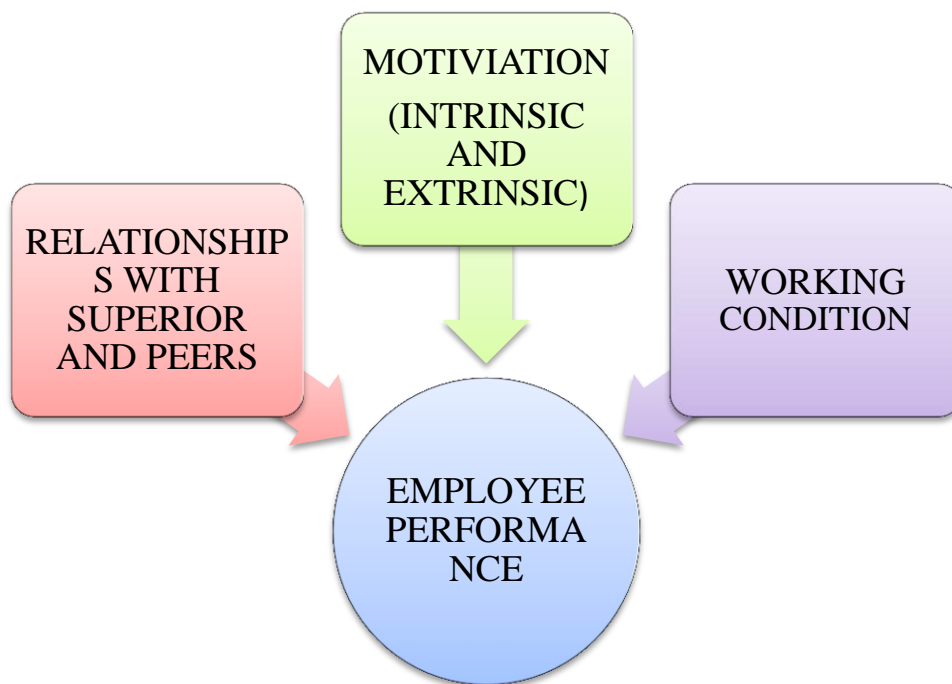


Figure 2: Conceptual framework of the study adopted from the review of literature

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter deals with methodology, study design, sample, sampling method, instrument for data collection, data collection procedure and data analysis. Each of them was discussed briefly as follows.

3.1 Research Design

This study is descriptive, survey research design which include survey questionnaire so as to assess factors and the effects' of motivation on employee performance at Jimma city administration civil service sectors.

Descriptive surveys involve the collection of data at a single point in time from a sample drawn from a specified population. This design is most often used to document the prevalence of particular characteristics in a population. For example, cross-sectional surveys are routinely conducted to assess the frequency with which people perform certain behaviors or the number of people who hold particular attitudes or beliefs. Cross-sectional surveys do offer the opportunity to assess relations between variables and differences between subgroups in a population(Pbunny, 2009).

3.2 Population of the study

The population of the study constitutes the employees found in 25 government sectors in Jimma city.in the city 1,605(963 males and 642 females) workers found. These workers were not equally distributed in these 25 sectors. Table 1 below is indicative these sectors and number of workers in each sector.

3.3Sample size and sampling technique

The sample for this study was selected from each of these 25 sectors. From the total population of 1605 a sample size of 321 respondents were determined by using Kothari (2004) formula at confidence level 95% and confidence interval (margin of error) of 5%

Where N= Total number civil servants.

n= Sample size

e = standard Error =

$$n = 1605/1+1605(0.05)^2 \quad n= \underline{321}$$

$$n = \frac{N}{1 + Ne^2}$$

Table 1: Distribution of population and Sample in each of the sample offices

No	Sectors / Offices	M	F	T	Sample (App 20%)
1.	Justice	8	8	16	3
2.	Education	113	90	203	44
3.	Finance & Economic	24	32	56	12
4.	Civil Service	16	15	31	7
5.	Communication	5	5	10	2
6.	Culture and Tourism	28	19	47	10
7.	Health	83	137	220	48
8.	Micro enterprise	47	29	76	17
9.	Municipality	348	153	501	82
10.	Peace and security	7	1	8	2
11.	Land use and management	41	24	65	14
12.	Revenue	67	41	108	24
13.	Social Affairs	10	8	18	4
14.	Technical & Vocational	7	3	10	2
15.	Trade	22	21	43	9
16.	Transport	44	12	56	12
17.	Water supply	10	5	15	3
18.	Women's Affair	4	10	14	3
19.	Youth & Sport	16	4	20	4
20.	Construction	16	5	21	5
21.	Planning	12	3	15	3
22.	Urban Agriculture & Environmental	8	4	12	3
23.	Market development	11	5	16	3
24.	Investment	4	1	5	1
25.	Mayor's office	12	7	19	4
Total		963	642	1605	321

Regarding the selection of participants, proportional random sampling method was used to select participants from all sectors. Once the sample to be taken was allocated for all sectors, simple random sampling method was used in selecting proportionally allocated participants from each sector.

3.4 Source of data and instrument for data collection

Data were collected from the sample employees found in the 25 public sectors. These data are related to the level of motivation and performance. Besides, the HR officers of the 25 offices

were interviewed. Primary data was collected from randomly selected participants using questionnaire. To collect reliable and valid information, the researcher used both qualitative and quantitative methods. Demographic questionnaire was used to collect information on the socio-demographic variables of the respondents. Such as; sex, age, educational level and length since live in institutions, etc.

In addition, a self-report scale measuring workers' level of motivation and their performance was developed and used in measuring worker motivation and job performance of Jimma city administration public sectors. Besides, a series of interviews were conducted with HR officers of the sectors to get enough data.

3.5 Type and Source of Primary Data

The primary data are those which are collected afresh and for the first time, and thus happen to be original in character. There are several methods of collecting primary data, particularly in surveys and descriptive researches like observation, questionnaire, interview, and so on (Kothari, 2004). For this study, questionnaire was used to collect the data. In this method a questionnaire was given to the persons concerned with a request to answer the questions and return the questionnaire. A questionnaire consists of a number of questions printed or typed in a definite order on a form of close-ended questions were used to collect the primary data for the study from selected samples in order to take the opinions of employees on extrinsic, intrinsic, working condition, co- worker relationship and their performance in JCCSS and to complement the data which were obtained through distributing to all employee. In all 321 questionnaires were distributed to the selected samples and the researcher personally collected all 308 (95.9%) completed questionnaires and the 13 remaining questionnaires was uncollected from the respondents at their respective JCCSS due to different reasons.

3.6 Data Collection Procedures

Primary data was collected through the use of self-administered questionnaires. This method of data collection has its own advantage because of it is low cost, it was also proven to be free from bias of the respondents, it also gave the correspondence adequate time to give well thought answers and since large samples could be made use of, the results were more dependable and reliable (Kothari, 2004). The questionnaire contained structured questions using a method of Likert Scale ranging. To improve the response rate, there was a cover letter explaining the reasons for the research, why the research is important, why the subjects were selected and a guarantee of the respondents' confidentiality were provided. To collect the

data the researcher himself were involved in the collection of the questionnaire in order to make the respondents feel comfortable about their response they gave and give support to rater while they are filling the questionnaire. Before distributing the questionnaire permission was obtained from sectors managers and every respondent. Besides, the researcher himself made an interview with HR officers of 25 sectors at the office of HR officers.

3.7 Reliability and Validity

Reliability is the extent to which a measurement procedure yields the same answer however and whenever it is carried out. The reliability of the scale was determined by Crobach's alpha method. According to Bryman and Bell (2003) the Crobach's alpha result of 0.70 and above implies acceptable level of internal reliability. Therefore, the result indicated that the questionnaires of the study were internally consistent by .835. Validity is the extent to which it gives the correct answer (Kirk and Miller, 1986). It indicates the degree to which an instrument measures what it is supposed to measure. Questionnaire papers were modified according to literatures within the specific topic and were reviewed by professionals and academicians

3.8 Data Analysis Methods

After the data was collected, plausible checks were made and inconsistent data was cleared appropriately. Then coded to the system, so to make the data usefully and relevant to analysis. By doing this it helps to filtered out the incomplete and irrelevant information and accuracy of the data was maintained. The edited data was going through analysis process to come up with concrete conclusions. Data processing and analysis was done by using statistical package for social science (SPSS) version 21 to display findings and it helps make it easier by processing all variable and cases. In order to achieve the findings and results for the dissertation, the researcher used descriptive analysis to summarize the data. These methods was numerical and/or graphical. Graphical methods are known for recognizing patterns in the data, while the numerical methods of analysis are acknowledged for giving precise measures. The analysis consisted of graphs, tables, and charts to outline the responses received which was examined and discussed. The reasons for using this procedure were to make it easier for the reader to compare and understand the findings by presenting the data using, mean, and standard deviation. The study also utilizes correlation analysis, and multiple regression models to examine the degree of relationship of independent variable, which is

intrinsic and extrinsic, working condition, coworker relationship and dependent variable (performance).

3.9 Ethical Consideration

Ethical conduct states that it is the responsibility of the researcher to assess carefully the possibility of harm to research participants, and to the extent that it is possible, the possibility of harm should be minimized (Bryman & Bell, 2007). During the data collection and interpretation processes, the researcher convinced the participants that any confidential information they disclose will keep confidential and convince them the important of the study will to help the organizations and the employees. The respondents also was told that, the exercise will only for academic purposes and that confidentially will assured and no one would fall a victim because of any adverse findings in connection with their professional duties. This was to be done in order to motivate them to give their responses without reservation. Every questionnaire attached to a cover letter which clearly explained the purpose of the survey. The questionnaire did not require the names of the respondents; this was to protect their identity and remain anonymous. As a result, the employees were aware from the beginning what the researcher was doing, why and where the information was going and why it was being gathered.

3.10 Operational Definition of Variables

Worker Motivation

Is generally defined as the process that accounts for an individual's passion, direction, and determination of effort toward attaining a goal (Ran 2009). It was also described by Elliot and Zahn (2008) as the strength and direction of behavior.

Worker Turnover

According to society for human resource management (2012), employee turnover is defined as the rate at which employees enter and leave a company in a given fiscal year. Regardless of the health of the economy, turnover is an important metric for HR professionals because it allows them to focus not only on retaining their best current workforce but also on planning for the future.

Worker Absenteeism

It refers to failure to report to work. The definition itself tells the failure of the organization process, if the employee fails to follow the set of rules and standards of the organization. Absenteeism is a type of spontaneous action which threatens the organization to fall in danger as it leads to the disruption of the daily processes. Absenteeism converts the organization into a deviant work place behavior (Swarnalatha and Sureshkrishna, 2013)

Organizational Effectiveness;

The coming together of people to formulate independent business identity for some specific purpose is commonly known as organization. Getting desired outcome within defined resources is treated as effectiveness. Organizational effectiveness is therefore an impression of how capable a group of people are in accomplishing the results the organization aims to generate (Oluseyi.A, S., & Ayo, H., 2009).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

This chapter focuses on presenting and discussing the study’s major findings. The data was analyzed using a statistical tool based on the research goals and questionnaire items to generate tables, means, charts, graphs and analysis results presented.

4.1 Respondents General Information

4.1.1 Response Rate

Among distributed questionnaires to the population out of 321 only 308 were received. After cleaning the data by carefully scrutinizing the data to ensure all questions were filled appropriately, the response rate was 95.95%. The response rate is the extent to which the final set of data includes sample members and is calculated from the number of people with whom interviews were completed, divided by the total number of people in the entire sample, including those who refused to participate and those who were unavailable(Koltler, 1997).

4.1.2 Gender

The respondents were asked to indicate their gender and the results are shown below. Figure:3 is indicative of the results which were obtained where 67.5% of the respondents were male and 32.5% were female, thereby indicating that Jimma town administration civil service has more male employees compare to female employees.

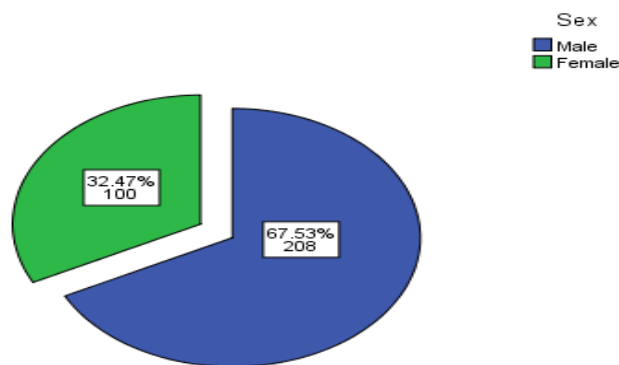


Figure 3: Gender of the Participants

Source: Survey Data (2019)

4.1.3 Age Group

The respondents were asked to indicate the age group they belonged to and the results are as shown. Table 2 shows that 6.2% of the respondents are below 25 years of age, 28.2% are between 26-35 years, 40.3% are between 36-45 years, 25.3% are between 46-55 years. This shows that majority of the respondents are aged between 36 and 45 years.

Table 2: Age of the Participants

		Frequency	Percent
Age group in years	Under 25	19	6.2
	26-35	87	28.2
	36-45	124	40.3
	46-55	78	25.3
	Total	308	100

4.1.4 Positions and Duties of the Participants

The respondents were asked to indicate the department they worked in and the results are shown below. Figure 4 shows that 48.38% of the respondents are Expert, 33.77% are team leaders, 17.86% are in administration/department heads. The results show that Experts constitute the largest department with 48.38% of the total respondents.

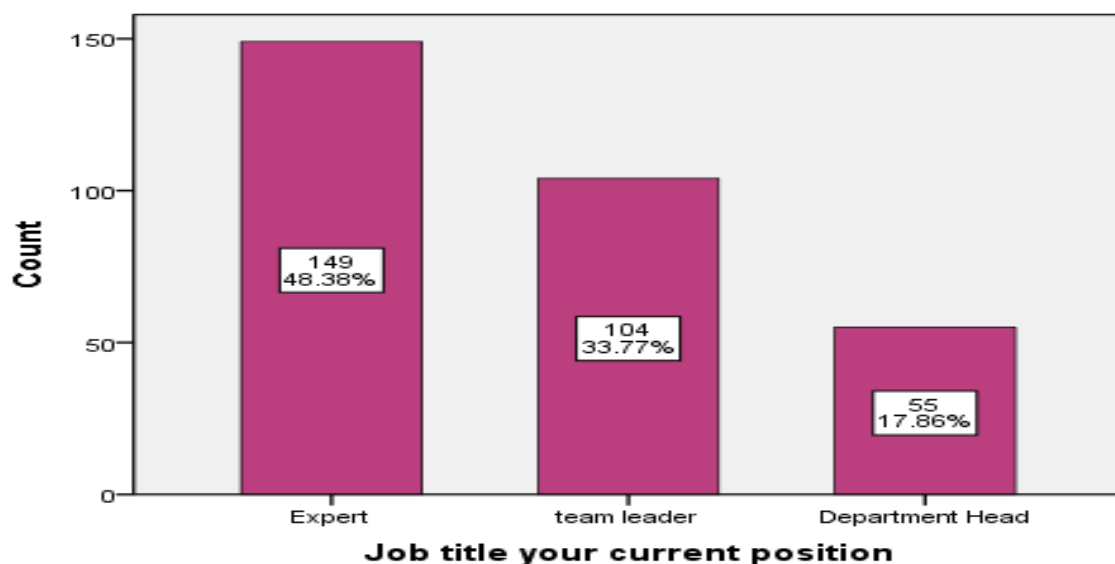


Figure 4: Positions and Duties of the Participants

Source: Survey Data (2019)

4.1.5 Marital status

The respondents were asked to indicate their marital status and the results are shown below. Table 3 is indicative of the results which were obtained where 81.5% of the respondents were married and 18.5% were Single.

Table 3: Marital status of participants

		Frequency	Percent
Marital status	Married	251	81.5
	Single	57	18.5
	Total	308	100

4.1.6 Current Educational qualifications of the participants

The respondents were asked to indicate their Education level and the results are shown below. Figure 5 is indicative of the results which were obtained where 76.6% of the respondents have first degree and 23.4% have master degree. Hence, it is possible to conclude that majority of respondents were qualified personnel therefore they are able to understand and rationally respond the questionnaire so that the conclusion to be drawn would reflect the objective reality on the ground pertaining to the study topic.

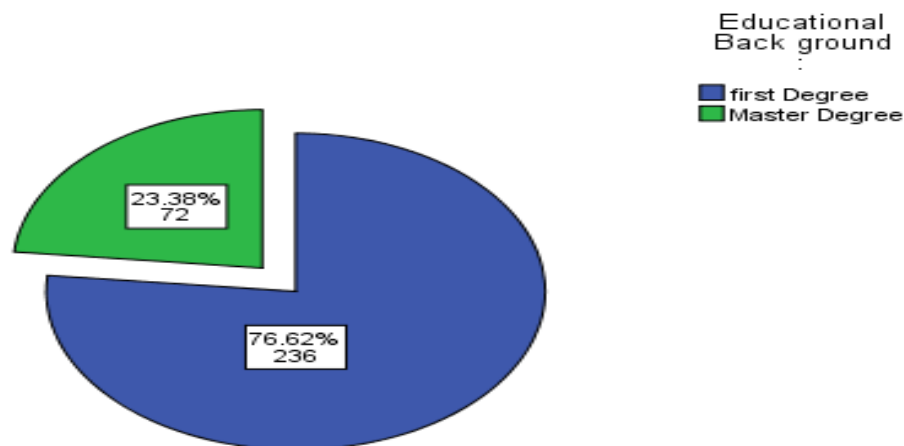


Figure 5: Current Educational qualifications of the participants

Source: Survey Data (2019)

4.1.7 Tenure of Respondents

The respondents were asked to indicate the number of years they had worked in the organization and the results are shown below. Figure 6 shows that 13.96% of the respondents have worked for less than five year, 30.52% have worked for 6-10 years, 16.56% have worked for 11-15 years, 18.18% have worked for 16-20 years and 20.78% have worked for above 20 years. This shows that majority of the respondents have worked for 6-10 years.

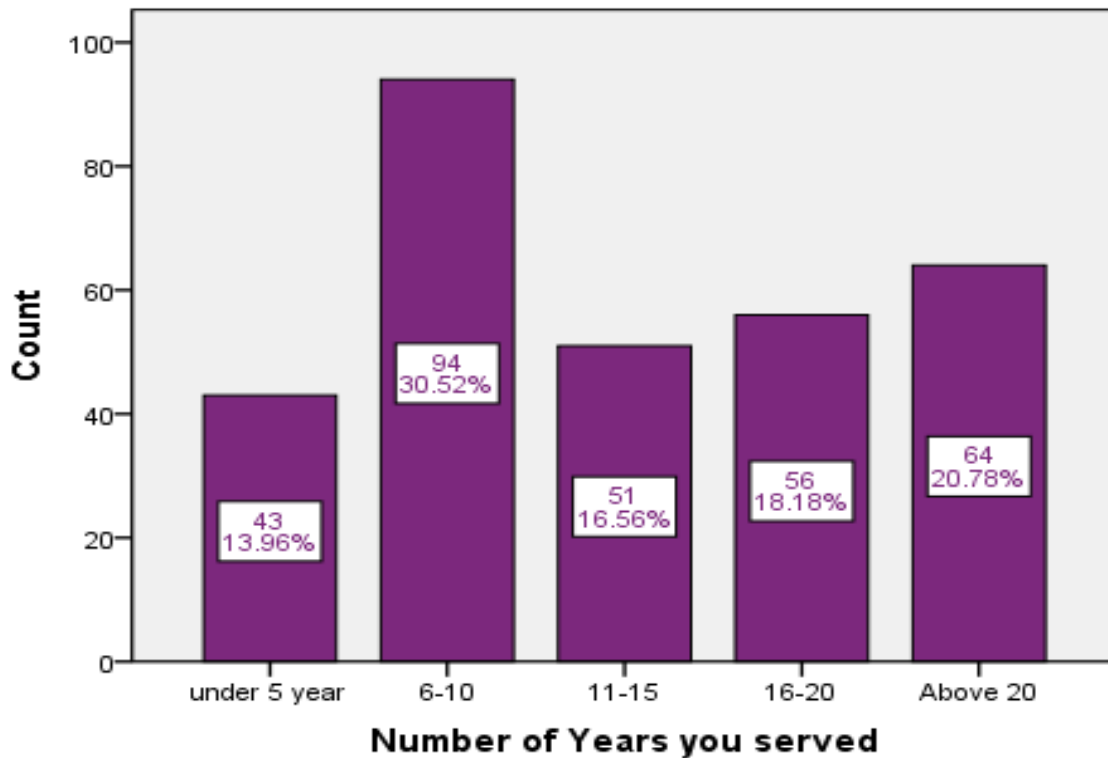


Figure 6: Tenure of Participants

Source: Survey Data (2019)

4.2 Extrinsic Factors That Influence Employee Motivation

Extrinsic factors are those factors external to the work being undertaken. Such factors are related to tangible rewards such as pay, fringe benefits, work environment, work conditions, and job security. In line with this, participants were asked to indicate the extent to which these extrinsic factors motivate them towards executing their works. Accordingly, their responses are presented in the following Table 4. The mean scores of the responses of the participants were analyzed by using a reference points where by \bar{X} , is 0.5-1.49 (Very low); 1.5-2.49 (Low); 2.5-3.49 (Moderate); 3.5-4.49 (High); > 4.5 (Very High)

Table 4: The Mean scores of the participants on the extrinsic factors

Items	Mean	Std. Deviation
The monetary compensation/salary structure has an impact on my level of motivation.	4.04	0.88
The style of leadership in the organization has an influence on my degree of motivation at work.	4.09	0.78
The degree of job enrichment embraced by the organization has an influence on my motivation level.	3.91	0.66
The effectiveness in which information is made available in the organization and communication is carried out has an influence on my motivation.	3.87	0.89
The quality of working environment at the organization has an influence on my motivation level.	4.22	0.74
The t of the organization has an impact on my motivation. Type of relationship between me and the managers	3.97	0.74
The degree to which I believe promotion opportunities exist within the organization has an impact on my motivation.	4.03	0.75
My level of motivation at my job is to an extent influenced by my co-workers.	3.76	0.77
The nature of my job in itself influences my level of motivation at my job.	3.93	0.92
Grand Mean	3.98	0.79

(0.5-1.49 (Very low); 1.5-2.49 (Low); 2.5-3.49 (Moderate); 3.5-4.49 (High); > 4.5 (Very High))

According to Table 4, employees were asked to indicate that the extent to which extrinsic factors motivate them. Accordingly, the mean scores of their responses were found out to be, **$x=3.98$: $SD=.79$** indicating slightly higher than the cut point. This implies, extrinsic factors have high influence over the employee performances as perceived by the employees themselves. The data also indicates that, **working environment** as an extrinsic factor has a higher mean score (**$x=4.22$: $SD=.74$**) followed by **the leadership styles** (**$x=4.09$: $SD=.78$**), **monetary compensation/salary structure** (**$x=4.04$: $SD=.88$**) and the

promotion opportunities ($X=4.03$: $SD=.75$) respectively. On the other hand coworkers as an extrinsic motivation has got the relatively lowest mean score, $X=3.93$: $SD=.92$.

4.3 Intrinsic Factors That Influence Employee Motivation

Intrinsic factors are those factors which are internal to the work itself. Intrinsic motivation is the desire of an individual to perform his/her works well, so as to achieve the satisfaction of intrinsic needs. In other words, an individual performs a task so as to achieve certain types of internal states, which he/she experiences as intrinsic motivation relates to psychological rewards such as the recognition of a task completed. Ten items relating to the intrinsic factors were presented to assess the perceptions of the employees. Table 5, below presents the responses of the participants to the items regarding the extent to which these intrinsic factors affect their performances. The mean scores of the responses of the participants were analyzed by using a reference points where by X , is 0.5-1.49 (Very low); 1.5-2.49 (Low); 2.5-3.49 (Moderate); 3.5-4.49 (High); > 4.5 (Very High)

Table 5: The Mean scores of the participants on the Intrinsic factors

Items	Mean	SD
I am more motivated to do my job when I feel I am recognized and appreciated for my contribution to the organization.	4.24	0.58
The degree of skill variety required to perform my job has an impact on my motivation.	3.98	0.73
How meaningful I believe my work has influence on my motivation level.	3.89	0.78
The degree of trust exhibited at my work place is a determinant of my level of motivation at work.	3.97	0.71
Attaining constant job feedback on my level of performance influences how much I am motivated to perform my job.	3.9	0.75
The amount of responsibility I possess within my job has had an impact on my overall motivation.	3.92	0.79
I am more motivated to perform my job when I feel there is fairness of treatment at the workplace.	4.11	0.82
The extent to which I feel I am being trained and developed at my job has an impact on my motivation.	4.09	0.75
I am more motivated to carry out my job when I feel it has a significant contribution to the organization.	4.22	0.72
The level of empowerment and employee autonomy at my organization has an impact on my motivation.	4.02	0.77
Grand Mean	4.034	0.74

According to Table 5, the overall mean scores of the responses of the participants in response to the intrinsic factors were found out to be, $X=4.034$: $SD=.74$. This imply that

intrinsic factors place high influence over employees' performances. The results also showed that, **recognition and appreciation** ($x=4.24$: $SD=.58$) for job performances as an intrinsic factor rated highest followed by the **feeling of significant contribution** ($x=4.22$: $SD=.72$) and **fair treatment** ($x=4.11$: $SD=.82$) respectively (Table 5).

4.4 Working conditions

Studies indicate that workers' level of motivation is influenced by the quality of the working environment both in its physical attributes and essence in providing meaning to the workers (Yazdani, 2011). It was with this notion that the participants of the study were requested about the working conditions in their respective offices. Five items pertaining to the quality and essence of the working environment were presented to the participants in the five points Likert scale. Their responses are presented in the Table 6 below. The mean scores of the responses of the participants were analyzed by using a reference points where by X , is 0.5-1.49 (Very low); 1.5-2.49 (Low); 2.5-3.49 (Moderate); 3.5-4.49 (High); > 4.5 (Very High).

Table 6: Working conditions

	Mean	Std. Deviation
The organization provides the equipment and resource necessary for me to execute my responsibility	2.65	1.15
Supplies are available when needed	2.49	1.03
I feel that my work place is a safe environment	2.7	1.12
The staff give due supports for me	3.2	0.96
My organization creates harmonious working environment	2.6	1.02
Grand Mean	2.728	1.056

Table 6 shows that, the mean scores of the responses of the participants pertaining to the extent to which their working conditions affect their performances were, ($x=2.728$ $SD=1.056$) indicating low effect. However, staff support had a slightly higher mean score ($X=3.2$: $SD=.96$) whereas the availability of supplies when needed had a very low score of, $X=2.49$ $SD=1.03$.

4.5 Co-worker Relations

People usually work in certain groups. People seek friendly, warm and cooperative relationships with others, not only for what these relationships produce in the immediate

present, but also for what they provide in those times of need, such as social support. The relationship employees have with co-workers have its own impact on their motivation and their by their performances. Iqbal, (2010). The participants of the study were asked six items relating to the co-workers relationship. Their responses for these items were presented under the following Table 7.

Table 7: Co-worker Relations

Items	Mean	Std. Deviation
The staff members be relied on when things get tough at work	3.44	0.86
I enjoy the amount of support from my colleagues	3.51	0.87
staff co-operate well with each other in the organization	3.59	0.93
Everyone gives due respect one to each other	3.62	0.86
There is a friendly atmosphere among staff.	3.52	0.82
There is a friction (clash) among a staff.	2.73	1.07
Senior staff provide me with opportunities to overcome any limitations in knowledge	3.54	0.91
Grand Mean	3.42	0.903

According to Table 7 the mean score of the responses of the participants regarding the overall items relating to the co-workers was found out to be moderate ($X=3.42$: $SD=.903$). This might indicate that the current state of the co-workers relationship in terms of enhancing the motivation of employees was not to the desired level (Only moderate). Though the overall score was found out moderate, mutual respect between the employees was gained a high mean score of , $X=3.62$: $SD=.86$ while staff friction has got the lowest mean score, $X=2.73$: $SD:1.07$.

4.6 Performance aspects

Participants of the study were asked to indicate their levels of performances in a five point liker scale consisting of seven items (Table 8). The mean scores of the responses of the participants were analyzed by using a reference points where by X , is 0.5-1.49 (Very low); 1.5-2.49 (Low); 2.5-3.49 (Moderate); 3.5-4.49 (High); > 4.5 (Very High).

Table 8: Mean score of items related to Employee performances

Items	Mean	Std. Deviation
I complete my work in the time allocated	3.13	0.96
My performance is measured against productivity	2.96	0.99
I attend my work with speed and accuracy	3.18	0.95
My performance quality has continually improved	3.32	0.85
I perform my duties efficiently without complaining	2.96	0.92
My job is in line with my interests	2.8	1.01
Overall, I am satisfied with my supervisors leadership style	2.81	0.88
Grand Mean	3.023	0.937

According to Table 8, the mean scores of the responses of participants in relation to their performances was found out to be, $X=3.023$: $SD=.937$. This indicates that a moderate level of performance. An item, “My performance quality has continually improved” has gained a relatively highest mean score ($X=3.32$: $SD=.85$) followed by an item “I attend my work with speed and accuracy” with the mean score of $X= 3.18$: $SD=.95$). On the other side, an item “My job is in line with my interests” has shown the lowest mean score in the group ($X=2.8$: $SD=1.01$)

4.7 Relationship between Goal-setting and Employee Performance

Table 9: Relationship between different factors and Employee Performance

	Extrinsic	Intrinsic	Working	Coworker	Performance
Extrinsic	1				
Intrinsic	.691**	1			
Working	-.181**	-.133*	1		
Coworker	0.074	0.108	.214**	1	
Performance	-.123*	-0.065	.386**	.198**	1

The Pearson correlation coefficient result indicates that there is significant relationship between working conditions and performances ($r = .386$, $N = 308$, $p < 0.01$), also there is a relationship in between coworker relationship and performances($r = .0198$, $N = 308$, $p < 0.01$)

4.8 Multiple Regression Analysis

Upon the completion of the correlation analysis, regression analyses were run to find any association between the independent variables (extrinsic, intrinsic, working conditions and co-worker Relations) and the dependent variable (employee performance). According to Hair.et al. (2007), multiple regression analysis is a form of general linear modeling and is an appropriate statistical technique when examining the relationship between a single dependent variable and several independent variables (predictors).

The Analysis of Variance (ANOVA) results of the regression between predictor variables and employee performance shows that, the probability value of 0.000 ($p < 0.05$) indicates the relationship was highly significant in predicting how extrinsic, Intrinsic, working conditions and Co-worker Relations explain employee performance as shown in table 4.13 below.

Table 10: ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.144	4	7.536	24.963	.000 ^b
	Residual	91.472	303	.302		
	Total	121.616	307			

a. Dependent Variable: Performance

b. Predictors: (Constant), Co-worker Relations, intrinsic, working condition, extrinsic

In other hands, the P-value can explain the variation in the dependent variable. That is when the P-value is less than 0.05 the independent variables do a good job explaining the variation in the dependent variable. Whereas, when the P-value is greater than 0.05 then, the independent variables do not explain the variation in the dependent variable. ANOVA has been used to test the overall fit of the model. Accordingly, the above table depicts that F-value is 24.963 which is significant at $p < 0.001$, hence, it is possible to conclude that the four independent variables taken together as a set are significantly related to the dependent variable. The F – critical at 5% level of significance is .302. Since F- calculated is greater, hence the model significantly fits the data.

The Beta Coefficient (B) result shows the strength of the effect of each individual independent variable to the dependent variable (employee performance) as shown in table 4.10 below.

Table 11: Multiple Regression Coefficients Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Beta	Lower Bound
(Constant)	1.920	.336		5.716	.000	1.259	2.581
Extrinsic	-.096	.086	-.079	-1.125	.261	-.265	.072
Intrinsic	-.044	.087	-.035	-.504	.615	-.216	.128
¹ Working conditions	.233	.042	.294	5.583	.000	.151	.315
Co-worker Relations	.301	.052	.302	5.812	.000	.199	.402

a. Dependent Variable: Performance

Note: B = Regression Coefficient, β = Standardized Coefficients,

Dependent Variable: employee performance

The Mathematical Model of multiple regressions below can be used determine the quantitative association between the variables:

$$Y = B_0 + B_1 x_1 + B_2 x_2 + B_3 x_3$$

Where

Y = dependent Variable,

B₀ = constant

B_n = Coefficient

x_n = represents the Independent Variables in the estimation model,

In other hands, based on the table 4.9 above, the Beta value (B) of working conditions is .233 which means that as working conditions increase by 1 percent, the employee performance will increase by 23.3% keeping the other factors constant. Similarly, the Beta value (B) of co-worker relations is 0.301 which implies that as co-worker relations increase by 1 percent, the employee performance will increase by 30.1% assuming the other variable is held constant. While the rest are not significant at 5%. It is generally possible to conclude that, enhancing the performance is a function of dealing with coworker relationship and paving the working conditions while others remain constant.

4.9 Other Factors Influencing Employee Motivation

Table 12 is indicative of the results that were obtained when the respondents were asked to indicate other factors that they thought influenced employee motivation levels. Seventeen point-seven percent of the respondents (n=17) indicated that accessibility to incentives were a factor that they thought influenced employee motivation. Six-point-two percent of the respondents (n=6) indicated that the availability of training opportunities and employer benefits cover was a factor that they thought influenced employee motivation.

Four-point-three percent of the respondents (n = 13) indicated that confidentiality of HR employee information was a factor that they thought influenced employee motivation while 6.1% (n = 19) indicated that delegation of jobs was a factor that they thought influenced employee motivation. Five percent of the respondents (n = 16) indicated that an organization having growth opportunities was a factor that they thought influenced employee motivation. Two percent of the respondents (n = 6) indicated that fairness and equity was a factor that they thought influenced employee motivation. Several other factors were cited by the respondents as those that influence employee motivation as indicated in Table 12 below.

Table 12: Other Factors Influencing Employee Motivation

Other factors	Frequency	percent
Accessibility to incentives	55	17.86
Opportunity for growth should be made available	27	8.77
Team work and spirit	27	8.77
Availability of training opportunities and employer benefits cover	19	6.17
Delegation of jobs	19	6.17
Integration of activities	19	6.17
Job rotation should be initiated	19	6.17
Respect for the staff and involvement in decision making	19	6.17
Reward the best performing employee with cash	19	6.17
Dynamic organization with an opportunity to grow	16	5.19
Confidentiality of HR employee information	13	4.22
Fairness in job promotion	13	4.22
The competitiveness of the employment chances both external and internal	13	4.22
Fairness and equity	6	1.95
Flexible work approach	6	1.95
Fringe benefits	6	1.95
Harmonization of allowances	6	1.95
Recognition of staff contribution	6	1.95
Total	308	100.00

The respondents were also asked to suggest or recommend some other ways of improving employee motivation. Eighty six respondents (27.92%) indicated that need for fairness on job opportunities was a way of improving employee motivation. fifteen (4.87 %) indicated that attaching monetary awards to annual appraisal could be practiced as a way of improving employee motivation. Fourteen (4.55 %) indicated that providing a conducive work environment could be practiced as a way of improving employee motivation. Six other respondents (1.95%) indicated that sense of belongingness in the organization decision-making could be practiced as a way of improving employee motivation. Twenty six

respondents (8.44%) suggested that the equal job opportunities could be practiced as a way of improving employee motivation. Table 13 shows several other suggestions that the respondents thought could be practiced as a way of improving employee motivation

Table 13: Recommendations for Improving Employee Job Motivation

Recommendations	Frequency	Percent
Equal job opportunities	26	8.44
Attach monetary awards to annual appraisal	15	4.87
Conducive working environment	14	4.55
Employee involvement in the organization decision making	12	3.9
Ensure staff appraisal are attached to monetary value	14	4.55
Flexibility in working	7	2.27
Appreciation of efforts	20	6.49
Fair benefits	6	1.95
Improve on extrinsic and intrinsic motivational factors	13	4.22
Job autonomy	19	6.17
Job rotation	19	6.17
Periodic job evaluation	6	6.17
Need for fairness on job opportunities	86	27.92
Rewards for good management	14	4.55
Salary standardization	6	1.95
Sense of belonging	19	6.17
Staff recognition	6	1.95
Supportive supervision	6	1.95
Total	308	100

4.10 Interview with Human resource personnel of the sectors

Along with the data that have been gathered from the employees through questionnaire, the researcher has conducted interview with the organizations human resource personnel.

According to the human resource personnel response for the question whether Jimma city public sectors has motivational techniques in place they replied that, there exist no formal, standardized and planned motivational practice and commonly agreed on the current

motivational practices cannot be considered as sufficient in order to improve employee performance. However they claimed that the employees were motivated to some extent to perform the assigned duties regardless of the organization's contribution.

The attitude of employees in their department towards motivation is very low in addition there is no regular motivation for the employees. Previously there was a practice to motivate highly performing employees through participatory performance appraisal with the employees themselves but now it is not practicable.

The motivational process is the steps that one may follow to get motivated. It is a process, that when followed to produce the desired results. And getting properly motivated is a matter of following the motivational process. Like any other process it takes a little work and foresight and planning in advance. However, the return on one's investment of time is significant, and it is important when needing extra motivation that may apply the motivational process to good employee performance. Concerning the above issue they replied that at Jimma city administration public service sectors there is no such planned motivational process to increase employee's performance. According to them the main purposes of motivations are: It encourages employees to increase their level of performance and productivity, it creates commitment and able to exerts extra effort and To make the employees honesty and increases sense of ownership

According to them the factors that would contribute to the motivation and de-motivation of employees are; good relationship between employees and management, honesty, delegation of authority with full responsibility, transparency, respect, recognition, good working atmosphere, good salary, full benefit package and bonus if these all are missed the employees feel de-motivated in turn has strong impact on their performance and the organization efficacy and viability as a competitor at large.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

The study depicts that the correlation result indicated that there were positive relationship between all of independent variables and the dependent variable. This implies that any increase or decrease on the independent variable will bring corresponding change on employees' job performance. Among independent variables, it is working conditions and coworker relationship that could make difference in the enhancement of employees' performances. Hence, Jimma city civil service sectors should periodically review its practice on extrinsic and extrinsic motivational factors, working condition and co-worker relationship in order to improve the limitation and to identify its effectiveness on employees' job performance.

5.2. Conclusions

In line with the analysis of the data and major findings of the study, the study came up with the following conclusions:

Employees could be motivated through diversified motivational factors. All motivational factors, though their degree of influence might vary, may be taken in to consideration while utilized to enhance employees' performance. There may be no one best way of motivating employees in the public sectors.

However, some motivational factors might yield in better results as compared to the others pertaining to their effects on enhancing the performances of employees. In this regard, such extrinsic factors as working environment, the leadership styles, monetary compensation/salary structure promotion opportunities as well as such intrinsic motivation factors as recognition and appreciation, feeling of significant contribution and fair treatment are to be more focused while employee motivations are sought for.

In congruent with the finding of the study, working condition and co-worker relations have huge effect on the performances of the employees. Facilitating a conducive working environment believed to enhance the performance of employees in huge rates as compared to the other factors. It is then, essential to chiefly focus on this aspect so as to improve the

performance of workers in the public sectors. One can also enhance employees' performance through enhancing their relationships with co-workers. This could be the most efficient (Least expensive) factor of motivation to enhance employees' performance.

5.3. Recommendations and Implications

In line with the major findings of the study and the conclusions, the following recommendations are forwarded.

- JCA, top officials, need assess the existing states of the utilizations of motivational factors in the public sectors under its jurisdictions. By so doing, it may be able to identify the gaps in skills of the heads of the offices so that it will work to enhance the awareness of the heads of the public sectors regarding motivational issues that are closely related to employees' performances. This could be done through short term trainings, refreshment programs and other modalities. Such endeavors could be carried out with the collaboration of JU, BECO College.
- The JCA need to design a comprehensive project that aims to improve the work environment of the public sectors. It seems it is the actual time to think about the applications of “**Ergonomics**”, if performance is to be boosted and the city is to be transformed.

The findings of the study might also have several theoretical and practical implications.

- Theoretically, the fact that working environment has been the most preferred factor motivation than intrinsic factors might be further investigated in detail. The results of this study could be attributed to several factors. Further research therefore needs to be carried out in other and similar settings to ensure the reliability of the findings and hence to shed light on the existing theories of motivation.
- The findings of the study also have some practical implications. Firstly, the findings could be utilized by the officials of JCA to devise effective and efficient motivational strategies that can better lead to employee performance (Herzberg, 1966) (McClelland, 2004). The JCA could develop a leadership development for its officials so that the performances of the employees could be enhanced. The city could alleviate (Maslow A. , 1970) (Locke, E., A., & Latham, G., P. , 2006) (McGraw-Hill. Lindner, J.R, 1998) (Likert, 1967) (Vroom, 1964) (Kothari, 2004)Critical challenges of performance through the aforementioned mechanisms.

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APPENDIX 1
QUESTIONNAIRE
JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT, MASTERS OF PUBLIC
MANAGEMENT PROGRAM

Self-Administered Survey

Dear Respondent,

Thank you very much for your willingness to take time to respond to this research questionnaire. The study is being conducted by a postgraduate student at Jimma University, College of Business and Economics, Department of management, to executive MPM Program.

This structured questionnaire is for collecting data on factors that influence employee motivation in you are kindly requested to provide the required data in the questionnaire. The process will take you only about 8 minutes. The participation is fully on voluntary basis, and your accurate and frank responses are imperative for the successful accomplishment of the study. Please be assured that your responses was treated in a strictly confidential manner, and the results was used only for the purpose of this research.

Kindly, therefore, return the questionnaire upon completing each item appropriately. Thank you very much for taking the time to complete this survey.

SECTION I: GENERAL INFORMATION

The following four questions are concerned with demographic data. Please, indicate your selection by checking the box which describes your demographic characteristics.

1. Sex: Male Female
2. Age :under 25 26 to 35 36 to 45 46 to 55 56 &above
3. Marital status: married single other (specify)

4. Educational Back ground :

Diploma first Degree Master's Degree PhD
 Other specify

5. Job title your current position: Expert Team leader
 Department Head

6. Number of Years you served: under 5 years 10 years 11 years 16-20 years
 years at 21 years

WITH RESPECT TO SECTION II, III AND IV, PLEASE INDICATE THE LEVEL OF AGREEMENT WITH EACH STATEMENT:

LEVELS OF AGREEMENT				
Stron	Disagree	Neither agree nor disagree	Agree	Strongly
(1)	(2)	(3)	(4)	(5)

SECTION II: EXTRINSIC FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION

Extrinsic factors that influence employee motivation are those that are determined by the external surroundings of the employee. The following best describe the major extrinsic factors that influence employee job satisfaction in the organization:

LEVELS OF AGREEMENT		1	2	3	4	5
A	The monetary compensation/salary structure has an impact on my level of motivation.					
B	The style of leadership in the organization has an influence on my degree of motivation					
C	The degree of job enrichment embraced by the organization has an influence on my					
D	The effectiveness in which information is made available in the organization and communication is carried out has an					
E	The quality of working environment at the organization has an influence on my					
F	The t of the organization has an impact on my motivation. type of relationship between					
G	The degree to which I believe promotion opportunities exist within the organization					
H	My level of motivation at my job is to an extent influenced by my co-workers.					
I	The nature of my job in itself influences my level of motivation at my job.					

III: INTRINSIC FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION

Intrinsic factors that influence employee motivation refer to those factors that arise from within the employee. This looks at the employees' inner factors that make them satisfied with their job and motivate them to perform.

The following best describe the major intrinsic factors that influence employee job satisfaction in the organization:

LEVELS OF AGREEMENT		1	2	3	4	5
A	I am more motivated to do my job when I feel I am recognized and appreciated for my contribution to the organization.					
B	The degree of skill variety required to perform my job has an impact on my motivation.					
C	How meaningful I believe my work has influence on my motivation level.					
D	The degree of trust exhibited at my work place is a determinant of my level of motivation at work.					
E	Attaining constant job feedback on my level of performance influences how much I am					
F	The amount of responsibility I possess within my job has had an impact on my overall motivation.					
G	I am more motivated to perform my job when I feel there is fairness of treatment at the					
H	The extent to which I feel I am being trained and developed at my job has an impact on my					
I	I am more motivated to carry out my job when I feel it has a significant contribution to the					
J	The level of empowerment and employee autonomy at my organization has an impact on					

SECTION IV: Working Conditions

S.No	Items	1	2	3	4	5
1	The organization provides the equipment and resource necessary for me to execute my responsibility					
2	Supplies are available when needed					
3	I feel that my work place is a safe environment					
4	The staff give due supports for me					
5	My organization creates harmonious working environment					

SECTION V: Co-worker Relations

S.No	Items	1	2	3	4	5
1	The staff members be relied on when things get tough at work					
2	I enjoy the amount of support from my colleagues					
3	staff co-operate well with each other in the organization					
4	Everyone gives due respect one to each other					
5	There is a friendly atmosphere among staff.					
6	There is a friction (clash) among a staff.					
7	Senior staff provide me with opportunities to overcome any limitations in knowledge					

	Performance aspects	1	2	3	4	5
1	I complete my work in the time allocated					
2	My performance is measured against productivity					
3	I attend my work with speed and accuracy					
4	My performance quality has continually improved					
5	I perform my duties efficiently without complaining					
6	My job is in line with my interests					
7	Overall, I am satisfied with my supervisors leadership style					

What other factors besides the ones mentioned above do you believe have a significant impact on employee motivation in the organization?

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

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

Appindex-2
JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT, MASTERS OF PUBLIC
MANAGEMENT PROGRAM
Interview questions for discussion with the human resource personnel of
Jimma town public sectors

Dear respondent,

I am conducting a study on *“The effects of motivation on employee’s performance at Jimma town civil service sectors”*. This study is purely academic research. Any information you present was kept absolutely confidential and will only be used for academic purpose. I would like to thank you for your effort and precious time to respond my interview question.

Ghali Hussein

(Graduating
candidate)

1. How many years since you are working in the organization?
2. Is there formal and structured motivational technique in place?
3. What are your departments’ attitude towards employees’ motivation?
4. How often the organizations undertake employee motivation practices?
5. Which motivational processes of the organization have strong effect on employee performance?
6. What mechanisms were practiced in the organization to motivate employees?
7. What type of relationship do you think there is between employee motivation and the related performance?
8. What do you think are the effects of motivation on employees’ performance?
9. Do you think that current motivational processes at the organization are effective in increasing employees’ performance? If not, why?
10. What do you suggest any changes to the current motivational system of the organization?

Appendix 3

Table 1 Extrinsic Factors That Influence Employee Motivation

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	SD
The monetary compensation/salary structure has an impact on my level of motivation.	0	27(8.8%)	32(10.4%)	151(49.0%)	98(31.8%)	4.04	0.88
The style of leadership in the organization has an influence on my degree of motivation at work.	0	8(2.6%)	55(17.9%)	145(47.1%)	100(32.5%)	4.09	0.78
The degree of job enrichment embraced by the organization has an influence on my motivation level.	0	0	81 (26.3%)	173(56.2%)	54(17.5%)	3.91	0.66
The effectiveness in which information is made available in the organization and communication is carried out has an influence on my motivation.	0	25(8.1%)	69(22.4%)	134(43.5%)	80(26.0%)	3.87	0.89
The quality of working environment at the organization has an influence on my motivation level.	0	4(1.3%)	46(14.9%)	137(44.5%)	121(39.3%)	4.22	0.74
The type of the organization has an impact on my motivation. type of relationship between me and the managers	0	12(3.9%)	52(16.9%)	176(57.1%)	68(22.1%)	3.97	0.74
The degree to which I believe promotion opportunities exist within the organization has an impact on my motivation.	0	9(2.9%)	55(17.9%)	162(52.6%)	82(26.6%)	4.03	0.75
My level of motivation at my job is to an extent influenced by my co-workers.	8(2.6%)	0	89(28.9%)	172(55.8%)	39(12.7%)	3.76	0.77
The nature of my job in itself influences my level of motivation at my job.	4(1.3%)	23(7.5%)	48(15.6%)	148(48.1%)	85(27.6%)	3.93	0.92

Table 2 Intrinsic Factors That Influence Employee Motivation

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Mean	SD
I am more motivated to do my job when I feel I am recognized and appreciated for my contribution to the organization.	0	0	23(7.5%)	188(61.0%)	97(31.5%)	4.24	0.58
The degree of skill variety required to perform my job has an impact on my motivation.	4(1.3%)	4(1.3%)	50(16.2%)	187(60.7%)	63(20.5%)	3.98	0.73
How meaningful I believe my work has influence on my motivation level.	4(1.3%)	4(1.3%)	76(24.7%)	163(52.9%)	61(19.8%)	3.89	0.78
The degree of trust exhibited at my work place is a determinant of my level of motivation at work.	0	8(2.6%)	57(18.5%)	179(58.1%)	64(20.8%)	3.97	0.71
Attaining constant job feedback on my level of performance influences how much I am motivated to perform my job.	0	12(3.9%)	68(22.1%)	167(54.2%)	61(19.8%)	3.9	0.75
The amount of responsibility I possess within my job has had an impact on my overall motivation.	0	16(5.2%)	61(19.8%)	162(52.6%)	69(22.4%)	3.92	0.79
I am more motivated to perform my job when I feel there is fairness of treatment at the workplace.	0	13(4.2%)	48(15.6%)	139(45.1%)	108(35.1%)	4.11	0.82
The extent to which I feel I am being trained and developed at my job has an impact on my motivation.	0	4(1.3%)	62(20.1%)	145(47.1%)	97(31.5%)	4.09	0.75
I am more motivated to carry out my job when I feel it has a significant contribution to the organization.	0	4(1.3%)	42(13.6%)	144(46.8%)	118(38.3%)	4.22	0.72
The level of empowerment and employee autonomy at my organization has an impact on my motivation.	0	11(3.6%)	54(17.5%)	161(52.3%)	82(26.6%)	4.02	0.77

Table 3 Working conditions

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
The organization provides the equipment and resource necessary for me to execute my responsibility	35(11.4%))	145(47.1%))	48(15.6%)	54(17.5%)	26(8.4%)	2.65	1.15
Supplies are available when needed	34(11.0%))	163(52.9%))	56(18.2%)	37(12.0%)	18(5.8%)	2.49	1.03
I feel that my work place is a safe environment	16(5.2%))	166(53.9%))	61(19.8%)	25(8.1%)	40(13.0%)	2.7	1.12
The staff give due supports for me	4(1.3%))	80(26.0%))	99(32.1%)	100(32.5%)	25(8.1%)	3.2	0.96
My organization creates harmonious working environment	20(6.5%))	164(53.2%))	65(21.1%)	38(12.3%)	21(6.8%)	2.6	1.02

Table 4 Co-worker Relations

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
The staff members be relied on when things get tough at work	10(3.2%)	26(8.4%)	112(36.4%)	140(45.5%)	20(6.5%)	3.44	0.86
I enjoy the amount of support from my colleagues	10(3.2%)	35(11.4%)	63(20.5%)	187(60.7%)	13(4.2%)	3.51	0.87
staff co-operate well with each other in the organization	10(3.2%)	32(10.4%)	64(20.8%)	169(54.9%)	33(10.7%)	3.59	0.93
Everyone gives due respect one to each other	6(1.9%)	27(8.8%)	78(25.3%)	164(53.2%)	33(10.7%)	3.62	0.86
There is a friendly atmosphere among staff.	6(1.9%)	30(9.7%)	86(27.9%)	169(54.9%)	17(5.5%)	3.52	0.82
There is a friction (clash) among a staff.	33(10.7%)	117(38.0%)	70(22.7%)	76(24.7%)	12(3.9%)	2.73	1.07
Senior staff provide me with opportunities to overcome any limitations in knowledge	14(4.5%)	20(6.5%)	86(27.9%)	162(52.6%)	26(8.4%)	3.54	0.91

Table 5 Performance aspects

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
I complete my work in the time allocated	10(3.2%)	76(24.7%)	104(33.8%)	100(32.5%)	18(5.8%)	3.13	0.96
My performance is measured against productivity	22(7.1%)	80(26.0%)	103(33.4%)	93(30.2%)	10(3.2%)	2.96	0.99
I attend my work with speed and accuracy	0	97(31.5%)	78(25.3%)	115(37.3%)	18(5.8%)	3.18	0.95
My performance quality has continually improved	4(1.3%)	53(17.2%)	103(33.4%)	135(43.8%)	13(4.2%)	3.32	0.85
I perform my duties efficiently without complaining	10(3.2%)	102(33.1%)	89(28.9%)	103(33.4%)	4(1.3%)	2.96	0.92
My job is in line with my interests	31(10.1%)	89(28.9%)	112(36.4%)	64(20.8%)	12(3.9%)	2.8	1.01
Overall, I am satisfied with my supervisors leadership style	16(5.2%)	98(31.8%)	132(42.9%)	54(17.5%)	8(2.6%)	2.81	0.88