



**WALLAGA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT**

**EFFECT OF EMPLOYEE'S MOTIVATION ON JOB
PERFORMANCE IN CASE OF OROMIA SEED ENTERPRISE**

**A THESIS SUBMITTED TO WOLLEGA UNIVERSITY,
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Jun, 2022

Nekemte, Ethiopia



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MBA Final Thesis

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MBA Weekend Program

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DECLARATION

I certify that this Thesis is my original work. Information that is taken from different published and unpublished sources were acknowledged or cited in the text and listed in the references at the end of this research report. I also declare that this Thesis has not been submitted partially; or in full, by any other person for an award of a degree in any other university/collage.

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CERTIFICATION

This is to certify that **Mr. Temesgen Merga Gudeta** has completed his Thesis entitled “Effect of Employee’s Motivation on Job Performance: A case of Oromia seed Enterprise” submitted in partial fulfillment of the requirement for the award of the degree of Masters in Business Administration (MBA) to the department of Management of Wollega University. It is conducted by him under my supervision.

Name: **Worku Gadisa (PhD Candidate)**

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Date -----

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LIST OF ACRONYMS AND ABBREVIATIONS

OSE:-Oromia Seed Enterprise

EEM:- Effect of Employee's Motivation

EM: Employee's Motivation

JP= Job performance

β_0 = is the intercept (Constant)

β_1 and β_2 = are the Regression Coefficients to be estimated

IMF= intrinsic motivation factors

EMF = extrinsic motivation factors

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ABSTRACT

Motivation is one of the most researched yet crucial topics in academia from various perspectives. Employees particularly, motivated employee's is an engine for every institutional development particularly public service offices. This study aims to examine, "effect of employee's motivation on job performance in case of OSE". The main objective of the study was assessing the factors affecting employee's motivation on job performance in Oromia seed enterprise. A descriptive and explanatory research design was adopted to explore the study and using quantitative and qualitative data from both primary and secondary sources. Primary data were collected through semi-structured questionnaire and in-depth interview from 216 sample respondents and 10 key informants respectively. The sample respondents were selected by using random sampling and judgmental sampling techniques. The collected data were analyzed using descriptive statistics and regress by applying SPSS version 25. According to the study, it was found out that there is average level of employee motivation i.e., they were not well motivated to do their job, this is due to intrinsic motivation factors [responsibility, sense of achievement, and recognition] and extrinsic motivation factors [job security, supervisor relation, and co-worker elation] are among the most factors that affect employees motivation and job performance. Based on these findings the researcher recommends that the management of the target organizations should acknowledge and give more emphasis on increasing employee job security, providing employees responsibility, improving supervisors relation, motivating employees sense of achievement, improving co-worker relation, and developing culture of recognizing success, in order to enhance their employee's motivation.

Key words: *Intrinsic motivation Factors, Extrinsic Motivation Factors, and Job Performance.*

CHAPTER ONE

INTRODUCTION

This chapter specifically provides an introductory part that includes background of the study, statement of the problem, research question and objective of study, significance of the study, scope of the study, rationale of the study, and lastly gives an overview of the organization of the research work.

1.1. Background of the Study

Motivation has been derived from the word 'motive' meaning, needs, desires, wants or drives within the people. It is the process of stimulating people to make the desired goals Meshi, C., & Tukur, A. M. (2016). In the work related that reason goal background the psychological factors motivating the people's behavior can be job satisfaction, the need for money, respect and alike. One of the most important functions of management is to generate Desire among the employees to execute in the best of their abilities. (Wanda, 2005)

According to Worlanyo Mensah Torku, F. (2020) Motivation to employees is an internal drive of force to carry out activities related to work. The motivation is that interior drive that caused a person to decide to take action. Everyone has an activity relating to goals and objective planned in which can be motivated by different factors. By using internal and external factors organization can inspire employee spur at work. Fulfilling the employee's needs and expectations of work and the workplace factors enables employee induced or not. These variables make motivating employees challenging. Sometime employers fail to know the important drive in accomplishing their mission and vision. Even when they understand important reasons, they miss skills and knowledge to offer a work environment that fosters employee inspiration. (Solehan et al., 2015)

On the other hand, according to Kassa, et al., (2011), in the 21st century the organization in the world is in competition to provide efficient and effective service to their customer to satisfy and enhance their need. Successful and competitive organizations required having motivated employees who can bring their effort and willingness to the organizations. And also, the organizations required utilizing human resources properly which is the essence and foundation

for other resources and the most critical one that makes a difference in an organization's performance. Moreover, Nyambegera and Gicheru (2016) reported as every organization desires to be successful as much as the current environment is very competitive. Also, the study by Armstrong (2011) revealed that irrespective of size and market, Organizations strives to retain the best employee's, acknowledging their important role and influence on organizational effectiveness. Additionally, According to Fisher (2012), in order to overcome challenges organizations required to create a strong and positive relationship with its employees, direct them towards task fulfillment and insure they have job satisfaction. Accordingly, in order to achieve their goals and objectives organizations develop strategies to compete in high competitive markets and to increase their performance. Nevertheless, few organizations consider human capital as being their main asset, capable of leading them to success or if not managed properly can lead to failure of the organization and high staff turnover (Ibid).

According to Nyambegera and Gicheru (2016), managers are able to understand, predict and control employee behavior; they should also know what the employees want from their job. As a result, it is essential for a manager to understand what really motivates employees, without making just an assumption (Gurland & Lam, 2008). The study also identified several intrinsic factors that influence employee motivation. These included employee achievements, recognition, work itself, responsibility and advancement, salary structure, the level to which the employees feel appreciated, and the employee perception of their jobs among other factors (Gichure, 2014). Similarly, employee participation and empowerment ,developing and implementing employee training programs; employee trust; interpersonal communication; providing proper leadership and salary structures are factors which as ability to influence employees' motivation and foster competitiveness of the office (Dobre,2013).

Motivation is the process that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal (Ran, 2009). Consequently the study by Armstrong, (2009) confirmed that High performance is achieved by well-motivated people who are prepared to exercise discretionary effort. Furthermore, motivated employees build willingness to use their creativities, abilities and know-how in favor of the organization and it is related to productivity, organizational commitment and retention of the employees and hence their work performance increases (Markova and Ford, 2011; William, 2011 and Perera et al., 2014). Thus, the issue of

employees' motivation, especially in the public sector, has continually posed a big challenge where high levels of a performance play a major role in determining growth, development, stability and future success of an organization (Shega, 2018).

Therefore, In any organization, whether it is a public sector or any other business sector, its core is its employees; their presence and contribution are very important in such a way that they determine if the organization is going to be successful or not. An organization may have a good manager, a good vision and a good goal (Leonard, 2019). However, the research conducted by Ritz et al., (2016) stated that if the organizations neglect its employees, that company is practically in turmoil.

Employee Performance fundamentally depends on many factors like high salary and fringe benefits, provision of allowances, leadership style, empowerment, recognition and award, autonomy and freedom of performing a job, training and career development, good working condition, and so on. However, there are two types of motivated behavior in the organization which is intrinsically and extrinsically motivated behavior (Rutachururwa, E.E, 2013). Therefore, for any organizations, Motivating employees is a valuable asset which delivers huge value to the organization in maintaining and strengthening its performance growth. The more employees are motivated to tasks accomplishment, higher will be the organization performance and success (Ritz A.et al., 2016). Organizations, in desiring to improve their performance, need a system in place that consistently motivates employees. However, in OSE there is non-existence of fair treatment, lack of effective communication, lack of reward, less concern for employees, lack of participating in decision making process, poor culture of providing feedback, and not respect all are all looked factors affecting employee's motivation. Generally, financial factors which is extrinsic factors and/or non-financial factors which is intrinsic factors.

Therefore, the view of the researcher was public service sector employees; particularly motivated employees are an engine for every institutional development in the country and particularly in the OSE. So, utilization and accurate management of it should be gain attention of concerned bodies exceeding all. Even though, limited studies have been conducted in Ethiopia, there have been no researches conducted regarding the effect of employee motivation on job performances in Oromia seed enterprise and related to the targeted area. Therefore, this study tries to investigate the effect of employee motivation on job performances in Oromia seed enterprise.

Hence, the research has various advantages. It will offer the right ways of using motivated employees and enhancing performance of Oromia seed enterprise in the study area. This initiates the researcher to conduct the research on title of effect of employee's motivation on job performance in OSE.

1.2. Problem statement

In the current competitive business environment, organizations are facing a lot of challenges and among these issues, getting the right employees and retaining them is one of the most important issues. In addition, today, the benefit of human resource is measured to be one of the most important advantages of any organization; and in order to acquire the results with the highest efficiency and effectiveness from human resource, motivation of employee is very important.

Motivation is one of the very challenges facing in many public enterprises including OSE. According to Patrick, P. G., Bryan, W., & Matteson, S. M. (2020) lack of motivation among employees is the major factor of poor job performance.

According to Patrick, O. B. (2020) the employee's motivation is a key factor towards job performance and services delivery in any organization or enterprise. Motivation has impact on productivity, job performance and employees' job satisfaction in every organization.

A loyal, dedicated, committed and able staff complements presupposes employees who are satisfied with the work that they do. Many employees all over the world do not enjoy this level of job satisfaction and work motivation, and as a result of ten forced to find alternative employment where they may be able to experience a higher degree of job satisfaction. Such actions have a negative effect on an organizations' ability to be profitable and successful over an extended period of time. Manyenga, F. B. (2016) emphasized that only when employees are excited and motivated by what they do, will business excellence be achieved.

A variety of factors motivate people at work, some of which are tangible, such as money, and some of which are intangible, such as a sense of achievement Kalaluka, L. (2020). Although employees derive satisfaction from their work, or places of work, for different reasons, this study will concerned specifically with the investigation of the relationship between motivations of employees at work and the levels of staffsatisfaction they have.

High number of employees from OSE is leaving the organization. For example in the last two years, 2009 & 2010, 258 workers left the organization. This indicates the organization is losing skilled and experienced employees. This has its own cost in replacing the vacant position and to

fill the gap seen. Therefore the researcher motivated to know the level of employee motivation on job performance package implemented by OSE.

1.3. Research Questions

The study was comprised of the following research questions:

1. What is the extent of employee's motivation in Oromia seed enterprise?
2. What is the effect of intrinsic motivation factors on job performance in Oromia seed enterprise?
3. What is the effect of extrinsic motivation factors on job performance in Oromia seed enterprise?

1.4. Objectives of the study

1.4.1. The General Objective

The main objective of the study was assessing the Factors Affecting Employee's Motivation on job performance in Oromia seed enterprise.

1.4.2. Specific Objectives

Accordingly, the specific objectives of the study were:

1. To assess the extent of employee's motivation in Oromia seed enterprise
2. To examine the effect of intrinsic motivation factors on job performance in Oromia seed enterprise
3. To examine the effect of extrinsic motivation factors on job performance in Oromia seed enterprise

1.5. Significance of the study

The study was about exploring the effect of employee motivation on job performance in Oromia Seed enterprise. Therefore, the finding will be believed to be important primary to case to improve its employee motivation. Furthermore, the results of the finding assumed to be important for similar enterprises to improve employees' motivation. Besides, it will service as a document for other researcher who would like to study the same issue in wider context.

1.6. Scope of the study

The study was designed to investigate extent of employees' motivation on job performance and determining factors in OSE. Conceptually the study was delimited to intrinsic and extrinsic motivational factors with relation to job performance in case of OSE. Thus the study was concern with the employee motivation and the associated factors. As a research methodology, both descriptive and explanatory research design was employed. Additionally, the study was use mixed research approach.

1.7. Limitation of the study

This study was tried to assess factors affecting employee's motivation in Oromia Seed Enterprise. To realize the proposed work and objective the researcher tries its best. However, there are some limitations that may be faces during the progress of the work are some of the respondents may not be able to return distributed questioners on time, and may not correctly filled. Therefore, to overcome these limitations the researcher has tried to design good quality questionnaires and follow up continuously; and identifying some sort of secondary data.

The main limitation of these studies was constraints of resource, money and time. The sample size of study population is limited to 202 employees due to Geographic locations of branch's, finance and material resource constraints for large sample size study. Accordingly, all possible remedial actions have been taken to hinder those limitations from being materialized. For example, the researcher was prepared short and clear questioners and used continuous follow up as strategy.

1.8. Organization of the study

The study was organized in to five chapters. The first chapter was dealing with brief introduction, back ground of the study, statement of the problem, objectives, research questions, scope, and significance of the study. The second chapter was about review of literature. The third chapter was about the methodology used. The fourth chapter was, about data analysis and interpretation and finally the last chapter was concern about the conclusion and recommendation of the study.

CHAPTER TWO

REVIEW RELATED LITERATURE

2.1. Theoretical Review

This chapter show the definition of key terms, the work of previous researchers who have carried out similar research on motivation and it impact on employee job performance. It covers the theoretical parts of literature in relation to the topic study and research questions focused in; financial incentives and job satisfaction, reward and recognition on job satisfaction, promotion practices and job satisfaction, staff capacity building and job satisfaction and theories of motivation and also covers the theoretical parts of literature.

2.1.1. An overview of motivation

Many scholars wrote detail explorations about the motivation, some of them discussed motivation is the process of moving one self and others to work toward organizational objectives. Until the 1940s, most management practices were solely based on the carrot- stick approach to motivation. However; modern theories view human beings as made up of various needs that must be satisfied (Albert, 1985). According to Rainey (as cited in Re'em, 2010), the word motivation is coined from the Latin word motus, a form of the verb mover, which means to move, influence, affect, and excite. By motivation, we then mean the degree to which a person is moved or aroused to act. As defined in Inancevich, et.al. (1992, p.308) motivation is "all those inner-striving conditions described as wishes desires, drives, etcit is an inner state that activates or moves. Hence, a manager cannot assume that what motivates him/her will also motivate the employee. And what motivates one employee may not necessarily motivate other. From managers perspective a person who is motivated works hard, sustains a pace of hard work and has self-directed behavior towards important goal. Thus, motivation involves effort, persistence, and goals. All efforts are to be directed towards goal achievement Newman, A., Obschonka, M., Moeller, J., & Chandan, G. G. (2021). It involves person's desire to perform.

The ultimate goal of motivation is action which means performance in the work place. When a person's performance is determined to be unsatisfactory, low motivation is often considered the problem. Certainly in many cases, that is true. Motivation alone does not determine performance. It is only one factor in a series of components that contribute to the level of employee

Performance (Rainey, 1993). However, hard work usually reflects high motivation and high motivation is crucial to success and achievement. Hence, motivation is a permanent and an integral part of a successful person.

2.1.2. Types of Motivation

There are two types of motivation at work, which stem from internal (intrinsic) and external (extrinsic). Both the intrinsic and extrinsic forces are essential for the production since they encourage the employees to perform tasks:

2.1.2.1. Intrinsic Motivation

According to ALAKA, N. S. P., & LAWAL, K. (2020) intrinsic motivation is based on nature of a person and is related to the factors which are satisfiers. These satisfier factors include employee achievement, the nature of work, recognition, and the level of responsibility. Intrinsic motivation comes from the employees' self-desire to seek out new things and to challenge their self. It is the eagerness to learn, to gain knowledge and to explore self-values and capabilities. When the employees have intrinsic motivation, it means they do the job with interest and enjoyment. Such employees have the tendency to be engaged in their jobs, do their work with passion and willingness, striving for the best results and self-reward as well as continuously improving their skills and abilities (Ibid).

Moreover, intrinsic motivation is a very personal form of motivation and revolves around completing a task for the sake of the task. In this case, the employees complete the task well in time since it is satisfying to them, not because of a reward which can be earned. Management has very little influence over intrinsic motivation factors. (Source:<https://www.ispatguru.com/factors-affecting-motivation-of-employees>).

2.1.2.2. Extrinsic Motivation

As described in ALAKA, N. S. P., & LAWAL, K. (2020) extrinsic motivation is related to the factors which are dis-satisfiers. The dis-satisfier factors include rules and regulations of the organization, hierarchy in the organization, workplace environment, salary, and others. These are important factors for influencing the job satisfaction and are key factors to measure development in order to evaluate the job satisfaction. Extrinsic motivation can arise from both internal and external factors. However, most of the time, it comes from the impact of external factors rather than internal ones (Ibid). Moreover, individual employee attitude towards the job is determined

by the perceived values and benefits which are attached to the action. As such, rewards are useful instruments which encourage employees to perform as desired. Rewards can be the form of monetary or non-monetary incentives and influence employees' motivation and spur their performance. Moreover, extrinsic motivation comes from outside sources, which include appreciation from the management, monetary rewards, and other external factors. Management can impact the extrinsic motivation and is to recognize the important role they play in the motivation of the employees. (Source:<https://www.ispatguru.com/factors-affecting-motivation-of-employees>).

2.1.3. Organization and Employee's Motivation

As stated in Zigiju (2019) organizations across the globe that consider human resources as a central core of the business and continuously increase the level employee's motivation and performance tend to be more effective. Organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Moreover, employees with high motivation are thought to have better work performance, and overall resulting in a better, more productive and effective company performance(Ibid)

According to Sunia (2014) organizations to survive and remain relevant and competitive, it is essential for them to be able to entice and maintain efficient and effective employees in a bid to enhance productivity. This means giving close attention to how individuals can best be motivated through means such as incentives, rewards, leadership etc. And the organization context within which they carry out the work (Armstrong, 2006). Furthermore, the goal of most organizations is to improve productivity therefore factors of motivation play significant roles in improving employee job satisfaction levels. This will in turn aid in improving an organization's productivity levels.

Hence, for workers to perform at higher levels, the organization has a crucial part to play in ensuring that it highly motivates the members of its workforce in order to attract, retain, and improve productivity levels of both workers and the organization as a whole(Reilly ,2003). Organization is only as good as the workforce that runs the organization. This is to say that when employees are motivated chances are that their morale would be high as such performance and

productivity levels would increase thereby to a large extent boosting overall organizational performance level (Aluko, 2014).

2.1.4. The Importance of Employee Motivation

As stated in Re'em (2010) work motivation does not determine employee's level of performance, but it does influence his/her effort toward performing the task. The role of motivation in performance can be summarized in the following formula: $\text{Performance} = \text{Ability} \times \text{Understanding of the task} \times \text{Motivation} \times \text{Environment}$. Accordingly, in order to perform well employees need first to have the knowledge and skills that are required for the job. Then, they must understand what they are required to do and have the motivation to expand effort to do so. Moreover, employees need to work in an environment that allows them to carry out the task by allocating sufficient resources. The multiplication sign in the equation emphasizes the importance of motivation – if motivation is equal to zero, even the most talented employee will not deliver. The effects of motivation do not stop with performance. In the group of motivated employees there are fewer work accidents, fewer rates of ethical problems, less employee turnover and lower levels of absenteeism (Jurkiewicz, et al., 1998). According to Robison (2010) motivated employees feel less stress, enjoy their work, and as a result have better physical and mental health. Motivated employees are more committed to their organizations and show less insubordination and grievance (Jurkiewicz, et al., 1998). Moreover, they are more creative, innovative, and responsive to customers, thus indirectly contributing to the long-term success of the organization. In short, motivated employees are the greatest asset of any organization (Ibid).

2.2. Motivational Theories

2.2.1. Content Theories

The category of theories of motivation that assumes employees are motivated by the desire to fulfill inner needs. This theory answers what factors motivate people? And also, concerned with analyzing the needs and motivates that affect human's motivation.

2.2.1.1. Maslow's *Hierarchy of Needs*

As stated in Maslow's (1943) people want to increase what they want to achieve in life and their needs are prioritized according to their importance. Deriving from the hierarchy of needs by Maslow, content theories of job satisfaction revolve around employees' needs and the factors that bring them a reasonable degree of satisfaction (Saif, et al., 2012). Based on the basic

physical, biological, social and psychological needs of human beings, Maslow came up with a five-stage theory that places the needs of the individual in different categories and prioritizes their attainment. These categories, in order of decreasing priority, are: physiological needs (food, shelter, clothing); safety and security needs (physical protection); social needs (association with others); esteem needs (receiving acknowledgement from others); and self-actualization needs (the desire for accomplishment or to leave behind legacy). Maslow's hierarchy of needs forms the basis of theories that try to explain job satisfaction. This theory indicates, one has to first fulfill the lowest level needs in order to continue to satisfy the next level need. However, once an individual satisfies the needs in a particular level of the hierarchy, the needs no longer become motivation factors (Chandan, 2007).

2.2.1.2. Alderfer's ERG Theory

Having in mind the imperfections of Maslow need theory, Alderfer (1969) narrowed the classification of needs in to three groups: Existence (similar to Maslow's physiological and safety needs), Relatedness (similar to Maslow's love-belongingness needs) & Growth (similar to Maslow's esteem and self-actualization need). The difference between Maslow and Alderfer is that Alderfer believed that a person can focus on all three need levels, independently of each other and without a specific order. Second, in contrast to Maslow, he found that people sometime activate their level needs before they have completely satisfied all of their lower-level needs. Third, he concluded that movement in his hierarchy of human needs is not always upward (satisfaction-progression principle), but also frustration-regression principle. This frustration – regression principle states that if we are continually frustrated in our attempts to satisfy a higher level need, we may cease to be concerned about that need (Bartol&Martin, 1991). Nevertheless, some authors used Maslow's and Alderfer's theory to give recommendations for motivating employees (Mitchell, 1982; Behn, 1995)

2.2.1.3. Herzberg's Two-Factor Theory/Motivator-Hygiene

Two-factor theory, also known as Motivator-Hygiene to determine what makes an individual feel good or bad about their job (Saif, et al., 2012). Regarding 'satisfiers', Herzberg noted that there were five features of work that bring about satisfaction, namely achievement, recognition, the job itself, responsibility and advancement. At the other end of the spectrum, Herzberg identified institutional politics, the management approach, supervision, pay, relationships at work and working conditions as factors that may demoralize employees. Golshan, et al. (2011) assert

that organizations are increasingly applying Herzberg's theory to create opportunities for "personal growth, enrichment and recognition" among their employees.

2.2.1.4. McGregor's X and Y Theories

McGregor's (1960) Theory X and Y models categorize employees as belonging to one of two groups based on two sets of assumptions. Theory X assumptions take a negative perspective of people: People can have "an inherent dislike for work and avoid it if possible; because of this, they must be coerced, controlled, directed and threatened with punishment to make them work. They prefer to be directed, avoid responsibility, have little ambition, and want security (Saif, et al. 2012). Theory Y assumptions take the opposite view: the mental and physical inputs expended at the workplace are equated and par with those rest or play. External factors or any threats from outside may not be the sole influence for exerting effort. Workers or people can exercise caution and discipline to have objectives achieved, but the hunger in their desire to commit to objectives is dependent on how big are the rewards as assigned to that kind of achievement. Under normal circumstances, people can adapt to seek responsibility and not only accept it (Ibid).

2.2.2. Cognitive Theories

The category of motivation that assume employees choose certain behavior in order to meet their personal goals. They emphasize the "how" and "why" of peoples choosing certain behaviors to meet their personal goals. Cognitive theories are not necessarily at odds with need theories rather, they look at motivation from a different perspective.

2.2.2.1. The Equity Theory

Adams's Equity Theory assumes that people need, value, and seek fairness at work; and they are motivated to maintain a balance between what they see as their contributions and their rewards. Equity theory states that if a person perceives an inequity, a tension or drive will develop in his or her mind and motivate him or her to reduce or eliminate the tension and perceived inequity. As stated in Robbins (2007) employees compare their input-outcome ratio with that of other employees and if they perceive it to be fair, employees will experience satisfaction. Similarly, if employees perceive an inequity in their input-outcome ratio compared to other employees, they become dissatisfied and less motivated.

2.2.2.2. Goal- Setting Theory

Locke's Goal Theory assumes that once someone decides to pursue a goal, the person regulates his or her behavior to try to ensure that the goal is reached. He contends that goals provide the mechanism through which unsatisfied needs are translated into action. Locke's research has shown consistently that people who are given or who adopt specific, difficult goals tend to outperform people who are simply told to "do their best."

2.2.2.3. Vroom's Expectancy Theory

Vroom's Expectancy Theory asserts that a person's motivation to exert a certain level of effort is a function of three things, expressed as follows: $Motivation = E \times I \times V$; where "E" represents the person's expectancy that his or her effort will lead to performance; where "I" represents instrumentality, or the perceived relationship between successful performance and obtaining the reward; and "V" represents valence, the perceived value the person attaches to the reward. The multiplier effect has important managerial implications. Mathematically speaking, a zero at any location on the right side of the equation (that is for E, I or V) will result in zero motivation. Managers are thus advised to act in ways that maximize all three components of the motivation equation.

2.3. Employee Performance

Performances can be separated in organizational and employee performance. Employee performance is also known as job performance. However, it seems that job performance is mostly subjectively measured in organizations and it will appear that there are few alternative options.

2.3.1 Performance in Organizations

Performance in organizations can be separated in organizational performance and job performance (Otley, 1999). According to Otley, the performance of organizations is dependent upon the performance of employees (job performance) and other factors such as the environment of the organization. The distinction between organizational and job performance is evident; an organization that is performing well is one that is successfully attaining its objectives, in other words: one that is effectively implementing an appropriate strategy (Ibid) and job performance is the single result of an employee's work (Hunter, 1986).

2.3.2 Job Performance

Employee production and employee job performance seems to be related; e.g. in the U.S. performance is in some cases measured as the number and value of goods produced. However, in general productivity tends to be associated with production-oriented terms (e.g. profit and turnover) and performance is linked to efficiency or perception-oriented terms (e.g. supervisory ratings and goal accomplishments) (Pincus, 1986). According to Hunter (1984) crucial in a high job performance is the ability of the employee himself. The employee must be able to deliver good results and have a high productivity. However, job performance is more than the ability of the employee alone. Herzberg (1959) and Lindner (1998) refer to the managerial side of performance. According to Herzberg (1959) performance is: let an employee do what I want him to do. This implies that the organization's hierarchy and task distribution are also critical for a good employee performance. Lindner (1998) adds to this statement by arguing that employee performance can be perceived as "obtaining external funds".

2.3.3 Measuring Job Performance

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

2.4. Employee Motivation and Performance

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

their ability. Employee motivation is one of the strategies managers employ to enhance effective job performance among workers in organizations. For effective work performance to thrive in the organization, motivation has to be managers' top priority. In this regard, leadership effectiveness relates to work performance. Leadership is a central feature of organizational performance. This is an essential part of managerial activities which focuses on efforts towards the goals and objectives of the organization.

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

Good management and effective leadership help to develop team work and the integration of individual and group goals. Leaders have to sustain performance, sustaining and improving performance for the future is essential for the survival of the organization. While keeping eyes on performance indicators, leaders encourage creativity and innovation, risk taking and skills for future development. Performance of all employees has to be maintained and morale rebuilt. The vital role of the leader in shaping performance and coaching becomes fundamental to the success of an organization in all ramifications.

The quality of human resource management has a critical influence on the performance of the organization. Concern for strategic integration, commitment, flexibility and quality has called attention to employee's motivation and retention. Financial motivation has become the most concern in today's organization and tying it to Maslow's basic or physiological needs, non-financial aspect, only comes in when financial motivation has failed. According to Greenberg and Baron (2008), the definition of motivation could be divided into three main parts. The first part focuses on arousal that deals with the drive, or energy behind individual's action. People tend to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part refers to the choice people make and the direction their behavior takes. The last part deals with maintaining behavior, clearly defining how long people have to persist at attempting to meet their goals.

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

Trust in relationships: Without trust, any human relationship will inevitably degenerate into conflict.

Involvement: Decision-making starts at the lowest level, where the facts are. What people help create, they support.

Communication: People want to know as much as possible about their working environment. Lack of information hurts their pride, insults their intelligence, arouses their fears, and makes them counterproductive.

Higher Expectations: Pride is the product of accomplishing challenging objectives

2.4.1 The Relationship between Employee Motivation and Job Performance

The relationship between employee motivation and job performance has been studied for a long period. However, earlier research could not succeed in establishing a direct relationship between the two (Vroom, 1964). Yet it seems that the factors do influence each other. Petty et al. (1984) reviewed different articles and used in his research and concluded that employee motivation and performance is indeed related. The results of their research indicate that the relationship between individual, overall job satisfaction and individual job performance is more consistent than reported in previous researches (e.g. Vroom, 1964). And Hackman and Oldham (1976) argue that when employee satisfaction is added, a circular relationship is formed with performance, satisfaction and motivation. The term satisfaction is also used by Herzberg (1959); he argues that when intrinsic factors (motivators) are present at the job, satisfaction is likely to occur as well as an increase in employee motivation.

Amabile (1993) states that work performances are dependent upon the individual's level of motivation; the individual's level of motivation can be intrinsically and/or extrinsically based. It is also argued that certain job characteristics are necessary in establishing the relationship between employee motivation and performance (e.g. Brass, 1981; Hackman & Oldham, 1976; etc.).

Brass (1981) argues that when certain job characteristics are present in an organization, employees are better motivated and an increase in performance is noticeable. Job characteristics (1981) Hackman and Oldham (1976) defined five job characteristics, which are based on the Two-Factor Theory from Herzberg (1959). Those characteristics are: skill variety, task identity, task significance, autonomy and feedback. The results of their study indicate that employees who work on jobs scoring high on the five characteristics, show high work motivation, satisfaction and performance Brass (1981). Hackman and Oldham's (1976) theory is based on intrinsic factors because they argue that an increase in extrinsic factors does not lead to an increase in performance. However, other research suggests that the self-reinforcing circle also could work for extrinsic motivators (e.g. Ansar et al., 1997; Kraimer et al., 2005).

Starting by a high performance causing satisfaction, this increases the employee's motivation to try to perform well in the future. This circular relationship can be caused by providing opportunities for high scores on the five job characteristics; skill variety, task identity, task significance, autonomy and feedback. And according to other research the circular relationship can also be caused by certain extrinsic factors. However, as described, how employees can be intrinsically and/or extrinsically motivated to perform. At forehand must be stated that in organizations it is likely that both intrinsic and extrinsic motivators are present for most tasks that people do in their work Amabile (1993).

2.4.2 Motivating Employees Intrinsically to Perform

Amabile (1993) states in her research that employees can be intrinsically and/or extrinsically motivated. According to her there exist jobs which are purely extrinsic motivated, however pure intrinsically motivated jobs are scarce. Deci (1972) argues that employees can be motivated to perform well by the job itself and can derive satisfaction from a good performance.

2.4.3 Motivating Employees Extrinsically to Perform

It is argued by Amabile (1993) that there exist numerous jobs which are purely extrinsic motivated. However, when taking Herzberg's (1959) Two-Factor theory into account, it is argued that extrinsic factors (or hygiene factors) cannot cause motivation or satisfaction, so it is that those factors are not causing high performances (Brass, 1981). Hackman and Oldham (1976) argue that an exclusively increase in extrinsic factors will not lead to an increase in performance. However, it seems that there are some extrinsic factors which can (in combination with intrinsic factors) lead to higher performances (e.g. Ansar et al., 1997). Extrinsic motivators are not a logically inherent part of the work, as Amabile (1993) describes. She states that they are intended to control the performance of the work. Examples are: promised rewards, praises, critical feedback, deadlines, surveillance and specifications on how the work needs to be done.

Employees can be intrinsically motivated to perform well when the organization succeeds in providing high scores on the five job characteristics: skill variety, task identity, task significance, autonomy and feedback. It seems that it is also possible to extrinsically motivate employees to perform well; it is argued that also for salary, commitment with supervisors and peers and job security the self-reinforcing circle is applicable. It is also stated that there are many jobs which are purely extrinsically motivated and jobs which are purely intrinsically motivated are scarce. However, most likely to occur are jobs which are both intrinsically and extrinsically motivated (Amabile, 1993). But it is also stated that an increase in extrinsic factors alone does not lead to an increase in performance. And at last, it is argued that extrinsic factors have an influence on intrinsic motivation and in some cases can even decrease intrinsic motivation. Therefore, all these theorists share the great impact of motivation towards jobs satisfaction and good performance in an organization that the writer needs to consult the above literature in order to strengthen and support the finding of this study.

2.5. EMPIRICAL REVIEW

2.5.1. Managerial Implications of Motivation Theories

According to Nelson (1994) people choose as goal is something they value and believe in. Managers can provide a linkage between the goals the organization wants to accomplish they can tap a very important motivational force. And also, manager to tie tangible rewards (pay and promotion) and symbolic rewards (praise and plaques) to employee behaviors that want to

reinforce; employees desire that their effort, abilities, and performance be judged fairly relative to other, and removing some control while retaining accountability (Ibid).

2.5.2. Motivational Factors

Human beings are motivated by satisfying their different kind of needs. Needs depend on many factors and vary by the person, situation, organization, nature of works, risk, and educational background of employees, experiences and skills, and position of work. All employees, therefore, have their own motivational factors to motivate them to perform their bests (Lin, 2007). In line with this concept, as stated in Meseret (2015) money has been pointed out as a motivational factor by a large number of researchers and employees should be motivated through a proportional salary according to the efforts done in the job (Ibid). On the other hand, salary is a hygiene factor according to Herzberg. While earning an 'equitable' salary might not motivate employees to perform better, it will reduce the risk of them feeling frustrated by the job. However, recognition is described as a motivating factor that makes employees satisfied according to Herzberg (McConnell, 2006). On the other hand, job security is a hygiene factor according to Herzberg, and a safety factor according to Maslow. If there is lack of job security, job dissatisfaction will occur. But if it is present in the workplace it will prevent job dissatisfaction but do not lead to satisfaction.

According to Gill (2011) employee empowerment is a key human resource factor which covers various aspects, such as performing a meaningful work, a feeling of competence, flexibility in doing a given task, involvement in decision-making and leadership applications. This concept particularly emphasizes on providing employees the power to make judgments, participate in making decisions that relate to their jobs and authorizing them to quickly respond to customers' needs and issues (Durai, 2010). Studies have shown that employees' perception of the goals and the norms of the organization are positively related to employee motivation. Taking into account that high levels of motivation can be achieved through empowerment, this process also leads to organizational growth. Similarly, good relationship between supervisor and the worker is a convincing issue which causes work satisfaction. Employee's bad feeling to their immediate authority impact on their job performance which leads to dissatisfaction and lack of motivation.

As stated in Lai (2009) skills development, training, growth opportunity and promotion are considered to be powerful motivation factors for employees to satisfy their need for esteem and

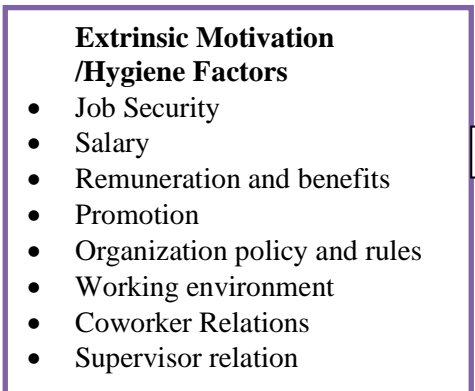
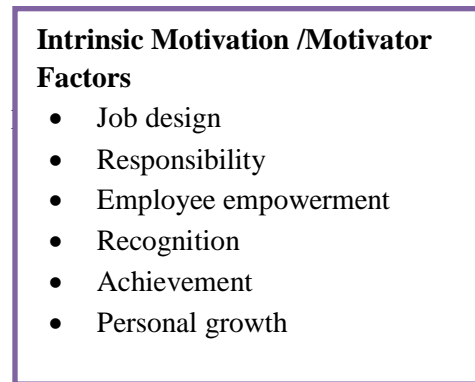
self actualization. According to the Herzberg two factor theory, personal growth and development are known to be intrinsic factor, which make employee satisfied when these are met, and they, thereafter, become motivated. However, criteria must be set correctly for the purpose of promotion and growth, so that employees become motivated by fulfilling those (Brewster et al., 2003). Promotion and growth policy should be matched to the need of employees (Hoag & Cooper, 2006). Nature of work and its surrounding environment is the factor that affects the level of motivation of employee significantly. According to Maslow's hierarchy of needs theory safety and security needs come after fulfilling biological and physiological needs. As stated in Petcharak (2002) appropriate job security assurance, challenging work, work that yields a sense of personal accomplishment, increased responsibility are factors cause motivation. However, good working conditions cannot motivate the employees in themselves, but can determine the employee's performance and productivity (Lin, 2007).

Furthermore, different studies conducted by practitioners and researchers on factors affecting employee's motivation in public service sectors revealed that: recognition, interesting work, autonomy, work-life-balance, insufficient socialization, weak job design and work organization, lack of training and development, non-participatory management approach, the working environment is not conducive, shortage of working materials, employees incompetence, financial factors, rewards, working relations, career growth, job security, and workplace attribute (Re'em, 2010; Dobre, 2013; Meseret, 2015; Zigiju, 2019; Shaika & Siddiqui, 2019). Based on a researches and extensive literature review the following conceptual frame work has been adapted. Research conducted by Lindner (1998) by using a descriptive survey of twenty – five (25) employees in research center, rank ordered the motivational factors affecting employees performance as : (a) enticing work, (b) attractive wages , (c) recognition and appreciation, (d) secured job, (e) suitable working condition , (f) carrier growth opportunities, (g) feeling of being in on things, (h) personal trustworthiness to employees, (i) thoughtful discipline, and (j) kindly help with personal problems. When comes to 2000s years, factors that motivate employees are realized to be changed as there are high-tech developments, speedy growth of competitive rivalry influences among businesses and elastic needs of employee as well as observable increase the participation of female workforce is seen to be effective. A survey made by Hossain and Hossain (2012) found several various important motivation factors such as attractive wage, job security, learning opportunities , remuneration, fairly performance evaluation, admit reasonable

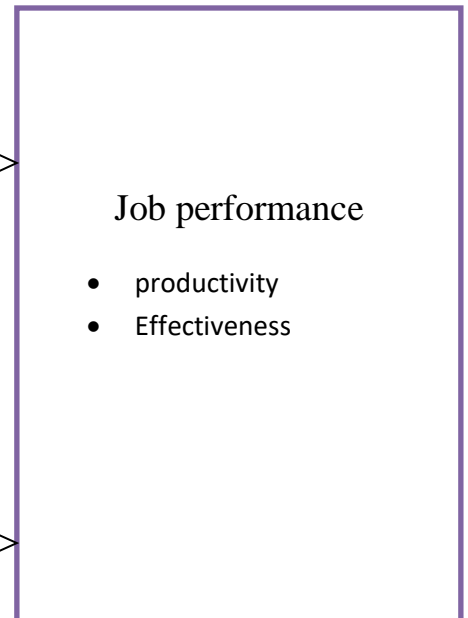
working error, obtain ability of resources, opportunities of promotion, suitable working hours, provoking work, appreciation and recognition . Based on a researches and extensive literature review the following conceptual frame work has been adapted.

2.6. Conceptual Framework of the Study

Independent Variable



Dependent Variables



Source: Researcher’s own sketch, 2022

Figure 1:Conceptual framework

Figure 2.1 is the conceptual framework showing the relationships between independent and dependent variables. The independent variables are conceptualized as extrinsic factors/ hygiene factors and these include, job security, salary, remuneration and benefits, promotion, organization policy and rules, working environment, coworker relations and supervisor relation. The second sets of independent variable are intrinsic factors/ motivator factors which include, job design, responsibility, employee empowerment, recognition, achievement and personal growth (Hertzberg, 1956).

In contrast, the dependent variables were conceptualized to be employee motivation. The independent variables were noted in literature to have an impact on dependent variables (Re'em, 2010; Dobre, 2013; Meseret, 2015; Zigiju, 2019; Shaika&Siddiqui, 2019).

2.7. Operational Definition of Variables

Dependent variable

- **Employee Motivation:** An inner force that activating/stimulating employees to accomplish personal and organizational goals.

Independent variables

- **Job design:** Perceived job content by individuals in terms of job's range, depth, and relationship.
- **Responsibility:** Amoral commitment to do the work assigned. It is the obligation to carry out the assigned task.
- **Employee Empowerment:** providing employees the power to make judgments, participate in making decisions that relate to their jobs.
- **Recognition:** Appreciation to the employees for the level of performance, and success or an influence to achieve goal.
- **Achievement:** Successful performance.
- **Personal Growth:** skills development, training, growth opportunity and promotion.
- **Job Security:** is an assurance that an employee will keep his or her job without the risk of becoming unemployed
- **Salary:** Receiving regular payment, especially in reference to permanent employees.
- **Remuneration:** Set of rewards that organizations provide to employees.
- **Benefits:** Compensation other than salaries offered by an office to its employees.
- **Promotion:** Elevation to a higher rank or position.
- **Organizational policy and rules:** Principles, *rules*, and *guidelines* formulated or adopted by an *organization* to reach its long-term goals.
- **Working environment:** Existing circumstances affecting employee's in the work place like job hours, physical aspects, legal rights and responsibilities.

CHAPTER THREE

RESEARCH METHODOLOGY

INTRODUCTION

This section presents an overview of the methods to be used in the study. Areas covered include the type of research, research design, population determination, sample size and sampling techniques, data collection and analysis, validity and reliability and ethical consideration.

3.1. Description of the study area

OSE was established by Oromia Regional State Regulation No- 108/2008 To provide technical support and build the small scale Farmers capacity for production and commercialization of quality seed. -To contribute to overall development by supplying market oriented seeds to the farmer/pastoralist at affordable price. this study will be employees in OSE. Structurally, OSE do have three main branches, such as: Arsi branch, Bale branch and West branch working currently. In Addition to the above mentioned branches, the study will consider the employees who are working in Head office of OSE 412 employees. Therefore, the target population of the study will be employees who are working in OSE head office; Arsi branch, Bale branch and West branch.

3.2. Research design

In this study, both Descriptive Research Design and Explanatory Research Design were employed. According to Shanti Bhutan and ShashiAlok (2011) Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. Accordingly, Descriptive research is an appropriate choice when the research aim is to identify characteristics, frequencies, trends, and categories. It is useful when not much is known yet about the topic or problem. Before you can research why something happens, you need to understand how, when and where it happens (Kothari, C.R., 2004). Therefore, Descriptive research design was used to assess extent of employee's job performance in OSE.

Moreover, according to Kothari (2004) Explanatory research design is used to explain the cause-and-effect relationship of the phenomenon. Therefore, Explanatory research design was used To assess the extent of relationship between motivational factors and employee's motivation on job performance, to investigate the effect of intrinsic motivation factors on job performance in Oromia seed enterprise and to Assess the effect of extrinsic motivation factors on job performance in Oromia seed enterprise

Moreover Mixed research approach (qualitative and quantitative) was employed to conduct the study. Because mixed method research, which is sequential approach was help for the utilization of the strength of both qualitative and quantitative and tackle of disadvantages of both designs. Also, their combined use provides an expanded understanding of research problems (Creswell, 2009).

3.3. Target population of the study

The target population of this study was employees in OSE. Structurally, OSE do have three main branches, such as: Arsi branch, Bale branch and West branch working currently. In Addition to the above mentioned branches, the study was considering the employees who are working in Head office of OSE. Therefore, the target population of the study was employees who are working in OSE head office; Arsi branch, Bale branch and West branch.

3.4. Sampling techniques and sample size determination

3.4.1. Sampling techniques

A sample design was a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the Taro Yamane (1967). There are different types of sample designs based on two factors, the representation basis and the element selection technique. On the representation basis, the sample is probability sampling and non –probability sampling Taro Yamane (1967). So, this research focuses on the representation base to employ both probability and non-probability techniques.

Respectively, among different sectors which are available in oromia regional state, Oromia Seed Enterprises was selected purposively. The rationale behind selecting OSE is that the researcher

has a good exposure to get relevant data that other sector. Moreover, census sampling techniques was used to select all employees of OSE. Finally, to minimize the biasness, the research was employee **Simple random sampling techniques** to select the respondents from the target group.

3.4.2. Sample Size

According to Taro Yamane (1967), during the determination of sample size, level of precision or acceptable error, standard deviation of the population, confidence or risk level and standard variant at given confidence level should be considered. Therefore, by considering these issues the researchers was use the following sample size determination formula to determine the sample size from each of target population using the formula which was developed by Taro Yamane (1967). It is calculated as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{470}{1 + 470(0.05)^2} = 216$$

Therefore, 216 respondents were selected using simple random sampling techniques as sample size from 470 total populations for this study together data.

Table 1: Proportionate Sample for each Oromia Seed Enterprise

S/N	Divisions of population	Total No. of population	Total No. of Sample
1	Head office	75	$216 * 75 / 470 = 34$
2	Arsi Branch employees	154	$216 * 154 / 470 = 71$
3	Bale Branch employees	169	$216 * 169 / 470 = 78$
4	West Branch employee	72	$216 * 72 / 470 = 33$
	Total	470	216

Source: OSE Human Resource Annual Report (2014 E.C).

3.5. Source of Data

This study was employing both primary and secondary data which are qualitative and quantitative in nature. The primary data were collected from respondents (employee's working currently in sample office) and key informants (managers /leaders) of offices. Secondary data were gathered from documents like work achievement report of the office; guidelines and policy documents; through the detailed analysis and review of the documents of sample offices.

3.6. Methods of Data Collection

Beside review of related literatures, to get detain information regarding factors affecting employee's motivation on job performance in Oromia Seed Enterprise , the researcher was prepared two types of data collection instruments and used.

Questionnaires

Both close and open-ended forms of questionnaires were used as the principal instrument of data collection from respondents the structured questionnaire was developed in five-point Liker's scale.

Interview

The second data collection instruments was conducted through in-depth interview to be used for key informants' method and it important tool in order to get additional and supportive information.

3.7. Methods of Data Analysis

After the data collected, to solve the problem of incompleteness, inconsistency and related problems the collected data were edited. The researcher was employed descriptive statistics and inferential method of data analysis method. The collected data were clearly presented by using tables which are expressed in the form of frequency, percentage, mean and standard deviation. On the other hand multiple regression analysis was used to analysis the effect of dependent variable on the independent variable. On the other hand, Qualitative data was analyzed by using qualitative techniques i.e., description as well as narration and integrated to quantitative data. Finally, the data collected through questionnaires was analyzed by SPSS Amos version 25 software.

3.7.1. Model specification

3.7.1.1. Descriptive analysis:

According to hussein (2015) the goal of descriptive research is to describe a phenomenon and its characteristics. Therefore, the researcher was employ descriptive research design for the first objective of the study (to assess the extent of employee's motivation in oromia seed enterprise)

3.7.1.2. Multiple regression analysis:

The multiple regression coefficient for a given predictor (independent) variable indicates the amount of change in the criterion (dependent) variable that is associated with one-unit change in the predictor variable, while holding constant the remaining predictor variable. Multiple regression analysis is a statistical analysis technique used to establish the linear relationship between a single dependent variable and two or more independent (Explanatory) variables.

Therefore, multiple linear regression analysis was used to examine the causal effect relationship between the independent variables and Dependent Variables. Therefore, using the diagram that was sketched the conceptual framework of the study, multiple regressions Model was employed for two objectives of the study. Such as: To examine the effect of intrinsic motivation factors on job performance in Oromia seed enterprise and to examine the effect of extrinsic motivation factors on job performance in Oromia seed enterprise. Respectively

$$JP = \beta_0 + \beta_1 IMF + \beta_2 EMF + \varepsilon$$

Where;

JP= Job performance

β_0 = is the intercept (Constant)

β_1 and β_2 = are the Regression Coefficients to be estimated

IMF= intrinsic motivation factors

EMF = extrinsic motivation factors

E= standard error

3.8. Validity and reliability

To ensure data validity, the following strategies would be employed: A pilot study would have carried out at Oromia seed Enterprise Western branch at Nekemte office to pre-test the tool for its content, and the ambiguity of the questions. Data entry would be done the same day as data collection to avoid errors.

3.8.1. Reliability

To ensure reliability or general liability of the study, clearly defined measurements, a well-detailed questionnaire and adapted data collection tools would be used.

3.8.2. Ethical considerations

Ethical considerations such as confidentiality, secrecy and avoidance of deception are very important issues in social research. The researcher would assure confidentiality to the respondents and confirm that the study would be made for the purposes of accomplishing academic goals. Permission would be required from Wollega University Graduate School and letters granted to allow carrying out the researcher. Trochim (2006) elucidated that researchers should acknowledge sources of information collected from textbooks and research materials. For the purpose of this study and in keeping with ethical standards in the conduct of research respect for copyright of the published data, consent and confidentiality was accorded (Arthurs, 2005).

CHAPTER FOUR

DATA PRESENTATION ANALYSIS ANFD INTERPRETATION

INTRODUCTION

The data after collection has been processed and analyzed in accordance with the outline and down for the purpose at a time of developing research plan. Technically speaking, processing implies editing, coding, classification and tabulation of collected data so that they are amenable to analysis.

The analysis is based on the information obtained from 216 employees. To get a representative data, 216 questionnaires were developed and distributed to employees of Oromia Seed Enterprise. Out of these 216 questionnaires distributed to the respondents, 202 questionnaires were collected. Thus, the analysis is based on the valid 202 questionnaires responded by employees. The rest are not correctly filled (6) and not returned (8). The following table shows the response rate.

Table 2: response rate of questionnaires administered

Item	Employees of Oromia Seed Enterprise		
	Correctly filled and returned	Not Correctly Filled	Not Returned
Number	202	6	8
Percentage	93.5%	2.8%	3.7%

Source: Own survey ,June 2022

As clearly presented on the table 4.1, the response rate of respondents is 202(93.5%). This implies the response rate is large enough to analyze the data. The rest uncollected questioners which accounts 6(2.8%) not correctly filled and 8(3.7%) were not returned.

4.1. Reliability test

This research has administered the most commonly used internal consistency reliability measure of Cronbach's alpha. In order to measure the reliability of Cronbach's Alpha value, guidelines from George and Mallery(2003) was used. These were as follows: In order to measure the

reliability of Cronbach's Alpha value, guidelines from George and Mallery(2003) was used. These were as follows:

Cronbach's Alpha value	
Values Greater than 0.9	Excellent
Values Greater than 0.8	Good
Values Greater than 0.7	Acceptable
Values Greater than 0.6	Questionable
Values Greater than 0.5	Poor
Values Less than 0.4	Unaccepted

Table3:Reliability analysis

	Cronbach's Alpha	N of Items
Employee job performance (DV)	0.734	10
Intrinsic and Extrinsic motivating factors (IV)	0.827	52

Source: Own survey, June 2022

The Table 4.2 shows that all the variables are reliable and the questions asked for each variable have a reliability higher than 0.7. Consequently, as all the coefficients are above 0.7, the overall reliability of coefficients is considered as acceptable.

4.2. Demographic profile (information) of respondent

This part of the questionnaire requested a limited amount of information related to personal and “demographic characteristics” of respondents.

Table4:Gender of respondents

		Frequency	Valid Percent	Cumulative Percent
Valid	Male	143	70.8	70.8
	Female	59	29.2	
	Total	202	100.0	100.0

Source: Own survey, June 2022

Table 4.3, presents gender of the respondents as 70.8% the respondents are male and 29.2% of them are female. The data reveals that the majority of sample respondents were male.

Table5:Age of respondents

		Frequency	Valid Percent	Cumulative Percent
Valid	18-25	2	1.0	1.0
	26-30	23	11.4	12.4
	31-40	108	53.5	65.8
	41-50	18	8.9	74.8
	>50	51	25.2	100.0
	Total	202	100.0	

Source: Own survey, June 2022

Table 4.4, presents age of respondents as 108 (53.5%) of the respondents were between the age 31 and 40 years, and the other 51 (25.2%) were above 50 years; similarly 23 (11.4%) of the respondents were at between the ages 26 -30 years; and about 18 (8.9%) of the respondents were between 41-50 years; And only 2 (1%) of respondents' ages were between 18-25 years. This clearly shows that the majority (64.9%) of the respondents are in active age group. This shows that, as human resources at OSE are well managed and motivated, the organization is likely to benefit from this resource through its youthful exuberance, talents, skills and innovation and passionate which can be harnessed and tapped for the organizational purpose.

Table6:Marital status of respondents

		Frequency	Valid Percent	Cumulative Percent
Valid	Never Married	6	3.0	3.0
	Married	195	96.5	99.5
	Divorced	1	.5	100.0
	Total	202	100.0	

Source: Own survey, June 2022

Table 4.5, presents marital status of respondents as 96.5% of the respondents were married and similarly about 3% of the respondents were never married. And only 0.5% of respondent were divorced. This data shows that, the majority of the respondents were married. This entails they are matured enough to respond and present their ideas for the study based on the questionnaire.

Table7:Educational background of respondents

		Frequency	Valid Percent	Cumulative Percent
Valid	Grade 10 -12	5	2.5	2.5
	Level (I-V)	24	11.9	14.4
	Diploma (10+3)	24	11.9	26.2
	Degree	127	62.9	89.1
	MA/MSc and Above	22	10.9	100.0
	Total	202	100.0	

Source: Own survey, June 2022

Table 4.6, presents educational background of respondents as 62.9% of the respondents have degree and 11.9% of respondents were Diploma (10+3) and Level (I-V) similarly 10.9% of respondents were holders MA/MSc . Only 2.5% have Grade 10-12. The data indicated as, the majority of the respondents were degree holders. This implies that, it is possible to get adequate and reliable information from them.

Table 8:Work experience of Respondents

		Frequency	Valid Percent	Cumulative Percent
Valid	Less than 5year	23	11.4	11.4
	6-10years	47	23.3	34.7
	11-15 years	54	26.7	61.4
	Greater than16 years	78	38.6	100.0
	Total	202	100.0	

Source: Own survey, June 2022

Table 4.7, presents work experience of respondents as 38.6% have worked for greater than16 years and about 26.7% of respondents have 11-15 years and 23.3 % have been worked for 6 to 10 years. Only 11.4% have low experience less than 5 years. The data shows that, the majority of the respondents have worked for greater than16 years. This heterogeneity helps to get reliable and valid responses from respondents based on the questionnaires.

Table 9:Income of Respondents

		Frequency	Valid Percent	Cumulative Percent
Valid	Less than 1000 Birr	1	.5	.5
	1001-3000Birr	5	2.5	3.0
	3001-5000 Birr	7	3.5	6.4
	5001-7000 Birr	8	4.0	10.4
	7000 -10,000 Birr	28	13.9	24.3
	10,000 and above	153	75.7	100.0
	Total	202	100.0	

Source: Own survey, June 2022

Table 4.8, presents income of respondents as 75.7% were earned 10,000 and above Birr; 13.9% have been earned between 7,000-10,000 Birr; 4.0% were earned between 5001-7000 Birr; 3.5% were earned between 3001-5000Birr; 2.5% were earned between1001-3000 Birr. Only 0.5% was earned less than 1000 Birr. The data shows that, the majority were earned 10,000 and above Birr. This helps to get the required information from different income category.

Table 10:Current work position of Respondents

		Frequency	Valid Percent	Cumulative Percent
Valid	Supportive staff	29	14.4	14.4
	Expert	136	67.3	81.7
	Team Leader	28	13.9	95.5
	Process owner	9	4.5	100.0
	Total	202	100.0	

Source: Computed from own survey, 2022

Table 4.9, presents current work position of respondents as 67.3 % of them were expert; process 14.4% of the respondents were supportive staff, and 13.9 % of the respondents were team leader. Only 4.5% of respondents were process owner. This data shows that, the majority of the respondents were constituted process experts.

4.3. Extent Employee Motivation

4.3.1. Perception of Respondents on Employee Motivation

This section presents the respondents perception towards employee motivation in the study area. The respondents were asked to rate each statement concerning their perception of these factors. As stated in the research methodology, Likert's scale was used to measure the respondent's perception towards employee motivation.

Table 11: Descriptive Statistics of Employee Motivation

Items	Variables													M	St .D
	SD		D		N		A		SA		Total				
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%			
You are highly motivated at your work place	54	26.7	76	37.6	20	9.9	41	20.3	11	5.4	202	100	2.4	1.23	
Employee of your organization is highly motivated to do their job	47	23.3	77	38.1	24	11.9	45	22.3	9	4.5	202	100	2.47	1.198	
The degree of trust revealed at your work place is determinant of your level of motivation	9	4.5	100	49.5	33	16.3	52	25.7	8	4	202	100	2.75	1.016	
I believe the level of employee motivation in the organization has an impact on the retention practices.	5	2.5	55	27.2	24	11.9	106	52.5	12	5.9	202	100	3.32	1.017	
The training program relating to your jobs provided by your organization give impact on your motivation	6	3	34	16.8	35	17.3	106	52.5	21	10.4	202	100	3.5	0.989	
The quality of working environment at your organization has an influence on your motivation level	10	5	32	15.8	53	26.2	58	28.7	49	24.3	202	100	3.51	1.164	
The degree of stress employee exhibit in your organization is as a result of their level of motivation at work	3	1.5	32	15.8	57	28.2	55	27.2	55	27.2	202	100	3.63	1.091	
The financial rewards in your organization motivate employees in at higher level.	42	20.6	32	15.8	51	25.2	51	25.2	26	12.9	202	100	2.94	1.327	

The monetary compensation salary structure in organization has an effect on your level of motivation.	6	3	30	14.9	38	18.8	98	48.5	30	14.9	202	100	3.57	1.011
Opportunities for employee's carrier growth and development provide fairly in your organization give impact on your motivation	5	0.5	31	15.3	38	18.8	95	47	33	16.3	202	100	3.59	1.014
Overall: Average Employee Motivation= Mean=3.27 SD=0.933														

Source: Own survey, June 2022

In this section, the researcher has identified the extent of employee job performance in the study area by setting as an objective. Table 4.10, presents 37.6% of respondents were responded as disagree on employees of the organization were motivated in the work place and 26.7% as strongly disagree with the idea. While 20.3% of respondents were agree and 5.4% as strongly agree with the point in the office. And, about 9.9% of respondents were remaining neutral. The majority 64.3% responded as disagreement on employees of the organization were motivated in the work place. The 38.1% of respondents were responded as disagree and 23.3% as strongly disagree with employee of the office highly motivated to do their job. While 22.3% of respondents were agree and 4.5% as strongly agrees with the point. And, about 11.9% of respondents were remaining neutral. The majority 61.4% responded as disagreement on employee of the office highly motivated to do their job.

Out of the total respondents about 49.5% of respondents were responded as disagree and 4.5% of respondents were strongly disagree on the “degree of trust revealed at work place is determinant of level of motivation” and about 25.7% as agree and 4% as strongly agree with the idea with the issue. Only, 16.3% of respondents were remaining neutral. The majority 45% responded as disagreement on degree of trust revealed at work place is determinant of level of motivation.

And 52.5% of respondents were responded as agree and 5.9% of respondents were strongly agree with the level of employee motivation in the organization has an impact on the retention practices and 27.2% as disagree with the point, and 2.5% as strongly disagree with the issue. And, about 11.9% of respondents were remaining neutral. The majority 58.4% responded as

agreement on level of employee motivation in the organization has an impact on the retention practices.

From total respondents about 52.5 % of responded as agree and 10.4% of respondents were strongly agree on the training program relating to jobs provided by organization give impact on employee motivation and 16.8% as disagree with the issue, and 3% as strongly disagree with the point. And, about 17.3% of respondents were remaining neutral. The majority 60.9% responded as agreement on training program relating to jobs provided by organization give impact on employee motivation.

About 28.7% of respondents were as agree on the quality of working environment in the organization has an influence on employees motivation level and 24.3% as strongly agree with the issue, and while 15.8% of respondents were disagree and 5% as strongly disagree with the point. And, about 26.2% of respondents were remaining neutral. . The majority 53 % responded as agreement on the quality of working environment in the organization has an influence on employee's motivation level.

From the total respondents about 27.2% of responded as agree on the stress of employee exhibit by organization is a result of their level of motivation at work and 27.2% as strongly agree with the issue, and while 15.8% of respondents were disagree and 1.5% as strongly disagree with the point. And, about 28.2% of respondents were remaining neutral. The majority 54.4 % responded as agreement on the stress of employee exhibit by organization is a result of their level of motivation at work.

From the total respondents, about 25.2% of respondents were responded as agree and 12.9% as strongly agrees on the financial rewards in your organization motivate employees in at higher level and 20.6% as strongly disagree and, 15.8% of respondents were disagree with the point. And, about 25.2% of respondents were remaining neutral. The majority 38.1 % responded as agreement on the financial rewards in your organization motivate employees in at higher level.

About, 48.5% of respondents were responded as agree on the monetary compensation and salary structure in organization has an effect on employee level of motivation and 14.9% as strongly agree with the idea. While 14, 9% of respondents were disagreeing and 3% as strongly disagree with the issue. And, about 18.8% of respondents were remaining neutral. The majority 63.4 %

responded as agreement on the monetary compensation and salary structure in organization has an effect on employee level of motivation.

From the total respondents about 47% were responded as agree on opportunities given to employee's carrier growth and development provided fairly in organization give impact on your motivation and 16.3% as strongly agree with the point, and while 15.3% of respondents were disagree and 2.5% as strongly disagree with the issue. And, about 18.8% of respondents were remaining neutral on opportunities of carrier growth and development provided fairly in the organization give impact on employee's motivation. The majority 63.3 % responded as agreement on opportunities given to employee's carrier growth and development provided fairly in organization give impact on your motivation.

Regarding the extent of employee job performance the analysis of the data shows that, the overall performance of respondents were having mean value (mean= 3.27; SD=0.933). The value is categorized under the mean value between (mean=2.62-3.41). This result indicates that, the level of employee motivation in the study area were average level of motivation. This in turn implies that, they were not well- motivated to do their job efficiently and effectively. In support to this concept, the interview conducted with key informants; the degree of employee's job performance in OSE was evaluated as moderate (average) level of performance because of the tools available to activate employee motivation are incomplete; there is a low sense of competition due to the lack of strategic evaluation and reward system; instead of employee evaluations being outcome-centric, closeness, persistence and leadership that only holds the person who accepts his or her opinion, has damaged the motivation of the staff; there is holding one to yourself, pushing the other away, not treating the work equally . As a result, employees are poorly motivated and even at work; it affects the productivity, quality and success of the company. Moreover, motivation of employees is not seen as important factor for the success of the organization in the study area. From the majority of the respondents we can conclude that, employee motivation is directly proportional to employee's job performance.

4.4. Factors of employee Job Performance (descriptive)

4.4.1. Intrinsic Motivation Factors

Table 12: Descriptive Statistics on Intrinsic Motivation/Motivator Factors

Items		Variables											
		SD		D		N		A		SA		Total	
		Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%
Job Design	My Organization has good job design that motivates me.	7	3.5	26	12.9	25	12.4	79	39.1	65	32.2	202	100
	More challenging work assignments available for me	3	1.5	46	22.8	31	15.3	59	29.2	63	31.2	202	100
	There is much autonomy in my job.	9	4.5	33	16.3	26	12.9	71	35.1	63	31.2	202	100
	My job permits me to decide on my work how to go about doing the work.	13	6.4	22	10.9	23	11.4	76	37.6	68	33.7	202	100
	There is much Variety in my job	13	6.4	35	17.3	32	15.8	56	27.7	66	32.7	202	100
Recognition	My Organization has a good recognition that motivates me at higher level.	14	6.9	39	19.3	16	7.9	69	34.2	64	31.7	202	100
	My Organization has a good appreciation culture for my success that motivates me at higher level.	7	3.5	56	27.7	14	6.9	69	34.2	56	27.7	202	100
	Training and Development opportunities available for me	11	5.4	33	16.3	35	17.3	61	30.2	62	30.7	202	100
	There is some form of recognition(eg. employee of the month)	17	8.4	29	14.4	27	13.4	63	31.2	66	32.7	202	100
	I get praise from my supervisor	7	3.5	21	10.4	25	12.4	88	43.6	61	30.2	202	100
	My Organization has good recognition and appreciation culture for my success that motivates me at higher level.	10	5	30	14.9	42	20.8	63	31.2	57	28.2	202	100
Achievement	My Organization has good sense of achievement that motivates me at higher level.	5	2.5	38	18.8	25	12.4	73	36.1	61	30.2	202	100
	My organization is supportive of any goals and values that	4	2	32	15.8	28	13.9	69	34.2	69	34.2	202	100

	motivate me at higher level.												
	Help is available from my organization when I have a problem that motivates me at higher level.	5	2.5	29	14.4	19	9.4	73	36.1	76	37.6	202	100
	My organization really cares about my well-being that helps me for higher achievement	-	-	9	4.5	51	25.2	115	56.9	27	13.4	202	100
	My organization shows great concern for me that helps me for higher achievement	32	15.8	136	67.3	15	7.4	17	8.4	2	1	202	100
Employee Empowerment	My Organization has good employee empowerment system that motivates me at higher level.	58	28.7	69	34.2	38	18.8	35	17.3	2	1	202	100
	Empowerment and autonomy at your organization is superior for your motivation	19	9.4	106	52.5	37	18.3	36	17.8	4	2	202	100
	There is employee participation in decision making.	54	26.7	75	37.1	33	16.3	33	16.3	7	3.5	202	100
Responsibility	My Organization has good culture regarding assigning employee responsibility that motivates me at higher level.	39	19.3	118	58.4	13	6.4	22	10.8	10	5	202	100
	I am involved in decisions that affect my work.	33	16.3	134	66.3	32	15.8	3	1.5	-	-	202	100
	I have information to do my job well	35	17.3	97	48	46	22.8	16	7.9	8	4	202	100
Personal Growth	My Organization has good opportunities for carrier growth and development that motivates me.	14	6.9	115	56.9	32	15.8	36	17.8	5	2.5	202	100
	In my organization personal growth opportunities available for me.	48	23.8	69	34.2	38	18.8	38	18.8	9	4.5	202	100
	There is a strong link between outcomes and employee personal growth.	50	24.8	69	34.2	39	19.3	35	17.3	9	4.5	202	100

Source: Own survey, June 2022

This objective is designed to explore major intrinsic factors affecting employee's job performance in the study area. Table 4.11, presents the about 39.1% of respondents were agree on organization has good job design that motivates employees and 32.2% as strongly agree with the point, on the other side, 12.9% of respondents were disagree and 4% as strongly disagree with the issue. Only 12.4% of respondents were responded as indifferent to decide. The majority 71.3 % responded as agreement on organization has good job design that motivates employees. The data revealed that, organizational job design and employee motivation has direct relationship. This in turn, has effect on employee's job performance.

From the total respondents 31.2% respondents were responded as strongly agree on more challenging work assignments available to employees by the organization and 29.2% as agree with the issue, on the other side, 22.8% of respondents were responded as disagree and 1.5% as strongly disagree with the idea. Only 15.3% of respondents were responded as indifferent to decide. The majority 60.4 % responded as agreement on more challenging work assignments available to employees by the organization. The data revealed that, challenging work assignments available to employee's employee motivation has direct relationship. This also in turn, has effect on employee's job performance.

The 35.1% respondents were responded as agree and 31.2% as strongly agree on job autonomy by organization, on the other side, 16.3% of respondents were responded as disagree and 4.5% as strongly disagree with the idea. Only 12.9% of respondents was responded as indifferent to decide. The majority 66.2 % responded as agreement on job autonomy by organization. The data shows that, employee job autonomy and employee motivation has direct relationship. This also in turn, has effect on employee's job performance.

The 37.6% of respondents were responded as agree and 33.7% as strongly agree on the job provided to employees permits to decide on their work, on the other side, 22% of respondents were disagree and 6.4% as strongly disagree with the point. Only 11.4% of respondents were respondents were indifferent to decide. The majority 71.3 % responded as agreement on the job provided to employees permits to decide on their work. The data revealed that, employee's job permits to decide on their work and motivation has direct relationship. This also implies, that has effect on employee's job performance.

From the total respondents 32.7% of respondents were responded as strongly agree and 27.7% as agree variety in my job as, on the other side, 17.3% of respondents were responded as disagree and 6.4% as strongly disagree with the point. Only 15.8% of respondents were responded as indifferent to decide. The majority 60.4 % responded as agreement on job variety in the organization affects employee's job performance. The data shows that, employee job variety has effect on employee's job performance.

The 34.2% of respondents were responded as agree and 31.7% as strongly agree good recognition, on the other side, 19.3% of respondents were responded as disagree and 6.9% as strongly disagree with the point. Only 7.9% of respondents were responded as indifferent to decide. The majority 60.4 % responded as agreement on good recognition affects employee's job performance in the organization. The data revealed that, employee's job recognition and motivation has direct relationship. This also implies, that has effect on employee's job performance.

The 34.2% of respondents were responded as agree and 27.7% as strongly agree on good appreciation culture, on the other side, 27.7% of respondents were responded as disagree and 3.5% as strongly disagree with the issue. Only 6.9% of respondents were responded as indifferent to decide. The majority 61.9 % responded as agreement on good appreciation culture affects employee's job performance in the organization. The data revealed that, employee's job appreciation culture, and motivation has direct relationship. This also implies, that has effect on employee's job performance.

From the total respondents 30.7% of respondents were responded as strongly agree and 30.2% as agree training and development opportunities, on the other side, 16.3% of respondents were responded as disagree and 5.4% as strongly disagree with the issue. Only 17.3% of respondents were responded as indifferent to decide with the issue. Only 12.4% of respondents were responded as indifferent to decide. The majority 60.9 % responded as agreement on training and development opportunities affects employee's job performance in the organization.

The 36.1% of respondents were responded as agree and 30.2% as strongly agree on sense of employee achievement, on the other side, 18.8% of respondents were responded as disagree and 2.5% as strongly disagree with the issue. Only 12.4% of respondents were responded as indifferent to decide. The majority 66.3 % responded as agreement on sense of employee achievement affects employee's job performance in the organization. The data revealed that, sense of employee achievement and motivation has direct relationship. This also implies, that has effect on employee's job performance.

The 34.2% of respondents were responded as agree and 34.2% as strongly agree on employee supportive of any goals and values. On the other side, 15.8% of respondents were responded as disagree and 2% as strongly disagree with the issue. Only 13.9 % of respondents were responded as indifferent to decide. The majority 68.34% responded as agreement on employee supportive of any goals and values affects employee's job performance in the organization. The data revealed that, supportive of any goals and values motivation has direct relationship. This also implies, that has effect on employee's job performance.

The 33.6% of respondents were responded as agree and 30.2% as strongly agree getting praise from supervisor. On the other side, 10.4% of respondents were responded as disagree and 3.5% as strongly disagree. The majority 63.8% responded as agreement on getting praise from supervisor affects employee's job performance in the organization. The data revealed that, employee's job appreciation culture, and motivation has direct relationship. The data revealed that, that has effect on employee's job performance.

The 56.9% of respondents were responded as agree and 13.4% as strongly agree organization really cares about my well-being that helps me for higher achievement, on the other side, 4.5% of respondents were responded as disagree . About 25.2 % of respondents were responded as indifferent to decide. The majority 70.3% responded as agreement on organization really cares about my well-being that helps me for higher achievement in the organization. The data revealed that, organization really cares about my well-being and employee motivation has direct relationship. The data revealed that, that has effect on employee's job performance.

From the total respondents 67.3% of respondents were responded as disagree and 15.8% as strongly disagree great concern for me that helps me for higher achievement. On the other side

8.4% of respondents were responded as agree and 1% as strongly agree with the issue. Only 7.4 % of respondents were responded as indifferent to decide. The majority 83.1% responded as disagreement great concern for me that helps me for higher achievement. The data shows that, great concern for employees to higher achievement and employee motivation has direct relationship. The data revealed that, that has effect on employee's job performance.

The 34.4% of respondents were responded as disagree and 28.7% as strongly disagree employee empowerment, on the other side, 17.3% of respondents were responded as agree and 1% as strongly disagree with the issue. Only 18.8 % of respondents were responded as indifferent to decide. The majority 63.1% responded as disagreement on employee empowerment. The data shows that, employee empowerment and motivation has direct relationship. The data revealed that, that has effect on employee's job performance.

The 52.5% of respondents were responded as disagree and 9.4% of respondents were responded as strongly disagree on empowerment and autonomy. On the other side, 17.8% as agree and 2% as strongly agree with the issue. Only 18.3 % of respondents were responded as indifferent to decide. The majority 61.9% responded as disagreement on empowerment and autonomy. The data revealed that employee empowerment and autonomy and motivation has direct relationship. The data revealed that, that has effect on employee's job performance.

The 26.7% of respondents were responded as strongly disagree and 37.1% as disagree on employee participation in decision making, on the other side, 16.3% of respondents were responded as agree and 3.5% as strongly agree with the issue . About 16.3 % of respondents were responded as indifferent to decide. The majority 63.8% responded as disagreement on employee participation in decision making. The data revealed that, employee participation in decision making and autonomy and motivation has direct relationship. The data revealed that, that has effect on employee's job performance.

From the total respondents 58.4% of respondents were responded as disagree and 19.3% as strongly disagree on assigning employee responsibility, on the other side 10.9% of respondents were responded as agree and 5% as strongly agree with the issue. Only 6.4 % of respondents were responded as indifferent to decide. The majority 77.7% responded as disagreement on assigning employee responsibility. The data revealed that, assigning employee responsibility and

motivation has direct relationship. The data revealed that, that has effect on employee's job performance.

The 66.3% of respondents were responded as disagree and 16.3% as strongly disagree on involved in decision making , on the other side, 1.5% of respondents were responded as agree . Only 15.8 % of respondents were responded as indifferent to decide. The majority 82.6% responded as disagreement on involved in decision making. The data revealed that, involved in decision making and motivation has direct relationship. The data revealed that, that has effect on employee's job performance.

The 48% of respondents were responded as disagree and 17.3% as strongly disagree on having information, on the other side, 7.9% of respondents were responded as agree and 4% as strongly agree with the issue. Only 22.8 % of respondents were responded as indifferent to decide. The majority 65.3% responded as disagreement on having information. The data revealed that, having information and motivation has direct relationship. The data revealed that, that has effect on employee's job performance.

The 56.9% of respondents were responded as disagree and 6.9% of respondents were responded as strongly disagree on carrier growth and development, on the other side, and 2.5% as strongly agree and 17.8% as agree with the issue. About 15.8 % of respondents were responded as indifferent to decide. The majority 63.8% responded as disagreement on carrier growth and development. The data revealed that, carrier growth and development and motivation has direct relationship. The data revealed that, that has effect on employee's job performance.

The 34.2% of respondents were responded as disagree and 24.8% as strongly disagree on strong link between outcomes and employee personal growth, on the other side, 17.3% of respondents were responded as agree and 4.5% as strongly agree with the issue. Only 19.3 % of respondents were responded as indifferent to decide. The majority 59 % responded as disagreement on link between outcomes and employee personal growth. The data revealed that, link between outcomes and employee personal growth and motivation has direct relationship. The data revealed that, that has effect on employee's job performance.

4.4.2. Extrinsic Motivation/Hygiene Factors

Table 13: Descriptive Statistics on Extrinsic Motivation/Hygiene Factors

Items		Variables											
		SD		D		N		A		SA		Total	
		Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%
Job Security	My Organization has good job security that motivates me.	48	23.8	112	55.4	35	17.3	7	3.5	-	-	202	100
	I believe that level of employee motivation in the organization is the organization has an impact on the employee retention practice.	60	29.7	88	43.6	28	13.9	17	8.4	9	4.5	202	100
	Employee of your organization is overall motivated to do their job.	32	15.8	65	32.2	18	8.9	71	35.1	16	7.9	202	100
Organizational Policy and Rules	My Organization has good organizational policy and rules that motivates me at higher level.	56	27.7	114	56.4	17	8.4	13	6.4	2	1	202	100
	The procedures have been free of bias.	41	20.3	123	62.9	24	11.9	14	6.9	-	-	202	100
	The outcomes I receive appropriate for the work I have completed.	44	21.8	129	63.8	22	10.9	7	3.5	-	-	202	100
	My outcomes reflect what I have contributed to the organization.	63	31.2	100	49.5	22	10.9	16	7.9	1	5	202	100
Working Environment	My Organization has good quality working environment that motivates me at higher level.	8	4	41	20.3	46	22.8	74	38.6	33	16.3	202	100
	The degree of trust revealed at your work place is a determinant of your level of motivation at work.	45	23.3	107	53	26	12.9	20	9.9	4	2	202	100
	Jobs mentally and physically demanding good working conditions for employee to be motivated	23	11.4	136	67.3	33	16.3	9	4.5	1	5	202	100
Co-worker Relation	My Organization has good Co-worker relation (team work) that motivates me	45	22.3	63	31.2	61	30.2	31	15.3	2	1	202	100
	Feeling of team spirit and cooperation among coworkers affects motivation positively.	55	27.1	91	45	37	18.3	16	7.9	3	1.5	202	100
	My level of motivation at my job is to an extent influenced by co-workers.	60	29.7	106	52.5	22	10.9	11	5.4	3	1.5	202	100

	The constant job feedback attained by your immediate supervisor will affect your level of performance and influences how much you are motivated to perform your job.	55	27.2	95	47	16	7.9	31	15.3	5	2.5	202	100
Supervisor Relation	My Organization is implementing tight supervision that motivates me.	38	18.8	82	40.6	55	27.2	25	12.4	2	1	202	100
	My manager assists me to identify my motivation needs.	40	19.8	90	44.6	58	28.7	10	5	4	2	202	100
	I am satisfied with the information I received from managements.	42	20.8	94	46.5	48	23.8	14	6.9	4	2	202	100
Salary	My Organization has fair payment structure that motivates me at higher level.	17	8.4	68	33.7	40	19.8	67	33.2	10	5	202	100
	Salary is the most important attribute towards employee motivation.	54	26.4	70	34.7	31	15.3	34	16.8	13	6.4	202	100
	The monetary compensation salary structure in organization has an impact on your level of motivation	17	8.4	69	34.2	31	15.3	37	18.3	48	23.8	202	100
Remuneration & Benefits	My Organization has good remuneration and benefit structure that motivates me	52	25.7	75	37.1	29	14.4	36	17.8	10	5	202	100
	An attractive incentive plan of your of organization (like, over time work) create motivation of employee.	16	7.9	108	53.5	32	15.8	36	17.8	10	5	202	100
	Remuneration affects motivation of employee.	16	7.9	65	32.2	34	16.8	43	21.3	44	21.8	202	100
Promotion	My Organization is implements regularly merit based employee promotion that motivates me	50	24.8	64	31.4	42	20.8	41	20.3	5	2.5	202	100
	My office available the opportunity of promotion for me.	9	4.5	102	50.5	40	19.8	45	22.3	6	3	202	100
	In my office employees are promoted according to their job performance.	12	5.9	60	29.7	41	20.3	83	41.1	6	3	202	100

Source: Own survey, June2022

Regarding the extrinsic motivational factors as shown in Table 4.12, presents my organization has good job security that motivates me as 55.4% of respondents were responded as disagree and 23.8% as strongly disagree with the point, while 3.5% of respondents were responded as agree with the issue. The remaining 17.3% of respondents have reservations on the idea. The majority 79.2% responded as disagreement on organization has good job security that motivates that motivates employees. The data revealed that, job security and job dissatisfaction has direct relationship. This in turn, lack of good job security has effect on employee's motivation and job performance.

The 43.6% of respondents were responded as disagree and 29.7% as strongly disagree on level of employee motivation, while 8.4% of respondents were responded as agree and as 4.5% as strongly agree with the issue. The remaining 13.9% of respondents have reservations on the point. The majority 73.3% responded as disagreement on there is high level of employee motivation. The data revealed that, on level of employee motivation and job dissatisfaction has direct relationship. This in turn, that has effect on employee's motivation job performance. In support of this concept, the data from interview shows that the level of employees has an effect on employee's job performance.

The 56.4% of respondents were responded as disagree and 27.7% as strongly disagree on policy and rules while 6.4% of respondents were responded as agree and 1% as strongly agrees with the issue. The remaining 8.4% of respondents have reservations on the idea. The majority 84.1% responded as disagreement on there is effective implementation policy and rules in the organization. This in turn, lack of effective implementation of policy and rules and job dissatisfaction has direct relationship. In line with this concept, the data from interview shows that there is no effective implementation policy and rules in the organization.

The 62.9% of respondents were responded as disagree and 20.3% as strongly disagree with the idea, while 6.9% of respondents are responded as agree on procedures. The remaining 11.9% of respondents have reservations on the idea. The majority 82.9% responded as disagreement on there is effective implementation of procedures in the organization. This in turn, lack of effective implementation of procedure and job dissatisfaction has direct relationship. In line with this concept, the data from interview shows that there is no effective implementation of procedure in the organization.

The 63.8% of respondents were responded as disagree and 21.8% as strongly disagree on the appropriateness between outcomes and work completed, While 3.5% of respondents were agree with the idea. Only 10.9% of respondents were responded as neutral with the point. The majority 85.6% responded as disagreement on the appropriateness between outcomes and work completed in the organization. This in turn, lack of appropriateness between outcomes and work completed and job dissatisfaction has direct relationship. The data revealed that, on the appropriateness between outcomes work completed and job dissatisfaction has direct relationship. This in turn, that has effect on employee's motivation and job performance.

From the total pendants 36.6% of respondents were responded as agree and 16.3% of respondents were responded as strongly agree, while 20.3% as disagree on quality of working environment, agree and 4% as strongly disagree with the issue. The remaining 22.8% of respondents have reservations on the point. The majority 52.9% responded as agreement on the quality of working environment in the organization. The data revealed that, on quality of working environment and job dissatisfaction has direct relationship. This in turn, lack of quality of working environment and job dissatisfaction has direct relationship that has effect on employee's motivation and job performance.

The 53% of respondents were responded as disagree and 23.3% as strongly disagree on degree of trust, while 9.9% of respondents were responded as agree and 2% as strongly agree with the issue. The remaining 12.9% of respondents have reservations on the point. The majority 76.3% responded as disagreement on degree of trust in the organization. The data revealed that, on quality of working environment and job dissatisfaction has direct relationship. This in turn, lack of degree of trust and job dissatisfaction has direct relationship that has effect on employee's motivation and job performance. The data also shows that, the degree of employees trust in the organization has effect on employee's motivation and job performance.

The 31.2% of respondents were responded as disagree and 22.3% as strongly disagree on co-worker relation, while 15.3% of respondents were responded as agree and 1% as strongly agree with the issue. The remaining 30.2% of respondents have reservations on the point. The majority 52.5% responded as disagreement on co-worker relation in the organization. The data revealed that, on co-worker relation and job dissatisfaction has direct relationship. This in turn, lack of co-worker relation in the organization has effect on employees' motivation and job performance. In

support of this concept, the data from interview shows that lack of co-worker relation in the organization has effect on employees' motivation and job performance.

From the total respondents 45% of respondents were responded as disagree and 27.1% as strongly disagree on team spirit and cooperation, while 7.9% of respondents were responded as agree and 1.5% as strongly agree with the issue. The remaining 18.3% of respondents have reservations on the point. The majority 72.1% responded as disagreement on team spirit and cooperation in the organization. The data revealed that, on team spirit and cooperation and job dissatisfaction has direct relationship. This in turn, lack of team spirit and cooperation in the organization has effect on employees' motivation and job performance.

The 52.5% of respondents were responded as disagree and 29.7% as strongly disagree on job extent, while 5.4% of respondents were responded as agree and 1.5% as strongly agree with the issue. The remaining 10.9 % of respondents have reservations on the point. The majority 82.2% responded as disagreement on job extent in the organization. The data revealed that, on job extent and job dissatisfaction has direct relationship. This in turn, lack of job extent in the organization has effect on employees' motivation and job performance.

The 47% of respondents were responded as disagree and 27.2% as strongly disagree on job feedback, while 15.3% of respondents were responded as agree and 2.5% as strongly agree with the issue. The remaining 7.9% of respondents have reservations on the point. The majority 74.2% responded as disagreement on job feedback in the organization. The data revealed that, on job feedback and job dissatisfaction has direct relationship. This in turn, lack of job feedback in the organization has effect on employees' motivation and job performance.

From the total respondents 40.6% of respondents were responded as disagree and 18.9% as strongly disagree on tight supervision, while 12.4% of respondents were responded as agree and 1% as strongly agree with the issue. The remaining 27.2% of respondents have reservations on the point. The majority 59.5% responded as disagreement on tight supervision in the organization. The data revealed that, on tight supervision and job dissatisfaction has direct relationship. This in turn, lack of tight supervision in the organization has effect on employees' motivation and job performance.

The 44.6% of respondents were responded as disagree and 19.8% as strongly disagree on assessing motivation needs .while 5% of respondents were responded as agree and 2% as strongly agree with the issue. The remaining 28.7% of respondents have reservations on the point. The majority 64.2% responded as disagreement on assessing motivation needs in the organization. The data revealed that, on assessing motivation needs and job dissatisfaction has direct relationship. This in turn, lack of assessing motivation needs in the organization has effect on employees' motivation and job performance.

The 46.5% of respondents were responded as disagree and 20.8% as strongly disagree on receiving management information, while 6.9% of respondents were responded as agree and 2% as strongly agree with the issue. The remaining 23.8 % of respondents have reservations on the point. The majority 67.3% responded as disagreement on receiving management information in the organization. The data revealed that, on receiving management information and job dissatisfaction has direct relationship. This in turn, lack of receiving management information in the organization has effect on employees' motivation and job performance.

The 33.5% of respondents were responded as disagree and 8.4% of respondents were responded as strongly disagree on fair payment structure, while and 5% as agree and 33.2% as agree strongly agree with the issue. The remaining 19.8% of respondents have reservations on the point. The majority 41.9% responded as disagreement on fair payment structure in the organization. The data revealed that, on fair payment structure and job dissatisfaction has direct relationship. This in turn, lack of fair payment structure in the organization has effect on employees' motivation and job performance.

From the total of respondents 34.7% of respondents were responded as disagree and 26.7% as strongly disagree on importance of salary, while 16.8% of respondents were responded as agree and 6.4% as strongly agree with the issue. The remaining 15.3% of respondents have reservations on the point. The majority 61.4% responded as disagreement on importance of salary in the organization. The data revealed that, on importance of salary and job dissatisfaction has direct relationship. This in turn, lack of importance of salary in the organization has effect on employees' motivation and job performance.

The 34.8% of respondents were responded as disagree and 8.4% as strongly disagree on monetary compensation salary structure, while 23.8% as strongly agree and 18.3% of respondents were responded as agree on monetary compensation salary structure. The remaining 15.3% of respondents have reservations on the point. The majority 43.2% responded as disagreement on monetary compensation salary structure in the organization. The data revealed that, on monetary compensation salary structure and job dissatisfaction has direct relationship. This in turn, lack of monetary compensation salary structure in the organization has effect on employees' motivation and job performance.

From the total of respondents 37.1% of respondents were responded as disagree and 25.7% of respondents were responded as strongly disagree, while 14.4% as strongly agree on remuneration and benefit structure, while 5% of respondents were responded as strongly disagree with the issue. The remaining 14.4% of respondents have reservations on the point. The majority 62.8% responded as disagreement on remuneration and benefit structure in the organization. The data revealed that, on remuneration and benefit structure and job dissatisfaction has direct relationship. This in turn, lack of remuneration and benefit structure in the organization has effect on employees' motivation and job performance.

The 53.5% of respondents were responded as disagree and 7.9% of respondents were responded as strongly disagree on attractive incentive plan, while 5% as strongly agree and 17.8% as agree with the issue. The remaining 15.8% of respondents have reservations on the point. The majority 61.4% responded as disagreement on remuneration and benefit structure in the organization. The data revealed that, on attractive incentive plan and job dissatisfaction has direct relationship. This in turn, lack of attractive incentive plan in the organization has effect on employees' motivation and job performance.

The 31.4% of respondents were responded as disagree and 24.8% as strongly disagree on merit based employee promotion, while 20.3% of respondents were responded as agree and 2.5% as strongly agree with the issue. The remaining 20.8% of respondents have reservations on the point. The majority 56.2% responded as disagreement on merit based employee promotion in the organization. The data revealed that, on merit based employee promotion has direct relationship. This in turn, lack of merit based employee promotion in the organization has effect on employees' motivation and job performance.

The 50.5% of respondents were responded as disagree and 4.5% of respondents were responded as strongly disagree on opportunity of promotion. While, 22.3% as agree and 3% as strongly agree on opportunity of promotion. The remaining 19.8% of respondents have reservations on the point. The majority 55% responded as disagreement on opportunity of promotion in the organization. The data revealed that, on opportunity of promotion has direct relationship. This in turn, lack of opportunity of promotion in the organization has effect on employees' motivation and job performance.

From the total of respondents 41.1% of respondents were responded as agree and 3% as strongly agree on employees are promoted, while 5.9% of respondents were responded as strongly disagree and 29.7% as disagree with the issue. The remaining 20.3% of respondents have reservations on the point. The majority 44.1% responded as disagreement on employees are promoted in the organization. The data revealed that, on employees are promoted has direct relationship. This in turn, lack of employees are promoted in the organization has effect on employees' motivation and job performance.

4. 5.Effect of Intrinsic and Extrinsic Motivation factors job Performance

4.5.1. Multi-co linearity Test

Table 14: Multi-Co linearity Statistics

Coefficients ^a			
Model		Co linearity Statistics	
		Tolerance	VIF
1	Job Design	.757	1.320
	Responsibility	.251	3.979
	Employee Empowerment	.351	2.851
	Recognition	.310	3.228
	Achieviment	.479	2.087
	Personal Growth	.361	2.768
	Job Security	.312	3.201
	Salary	.340	2.943
	Remuneration and Benefits	.350	2.860
	Promotion	.544	1.838
	Organization Policy and Rules	.366	2.735
	Work Environment	.314	3.185
	Coworker Relation	.258	3.872
Supervizion Relation	.369	2.708	

Source: Own survey, June 202

a. Dependent Variable: Overall Employee Job Performance

Variable inflation factor (VIF) required being between 1 and 10 and tolerance less than 1. Tolerance is a statistics used to indicate the variability of the specified independent variable that is not explained by the other independent variable in the model.

As illustrated in Table 4.13, that the tolerance levels for all variables are less than 1 and the VIF required being between 1 and 10, then there is no multi-co linearity among the variables. Hence, it is possible to go regression

4.5.2. Model Summary

Table 15: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	.691	.668	.538

Source: Own survey, June 2022

a. Predictors: (Constant), Supervision Relation, Job Security, Job Design, Promotion, Recognition, Achievement, Organization Policy and Rules, Remuneration and Benefits, Salary, Work Environment, Personal Growth, Employee Empowerment, Coworker Relation, Responsibility

From model summary of Table 4.14, adjusted $R^2 = .668$ indicates that 66.8% of the employee job performance explained by the IV included in the model and about 33.2 % of employee's job performance was explained by other factors which is not included in the model.

4.5.3. Testing for Model Fit (ANOVA)

Table 16: Testing the model

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	121.068	14	8.648	29.932	.000 ^b
	Residual	54.026	187	.289		
	Total	175.094	201			

Source: Own survey, June 2022

a. Dependent Variable: Overall Employee Job Performance

b. Predictors: (Constant), Supervision Relation, Job Security, Job Design, Promotion, Recognition, Achievement, Organization Policy and Rules, Remuneration and Benefits, Salary, Work Environment, Personal Growth, Employee Empowerment, Coworker Relation, Responsibility

To test how well the regression model fits the data, ANOVA (analysis of variance) provides F value where F equals to mean square of explained data divided by mean square of residual data (Sekaran, 2003).

From the ANOVA Table 4.15, Regression SS > Residual SS and from F-test (F=29.932 at P<0.001) is the evidence that the model is fit to show that the predictors have effect on the employee motivation.

4.5.4. Regression Analysis

Table 17: Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.754	.197		3.828	.000
	Job Design	-.031	.039	-.037	-.800	.425
	Responsibility	.260	.064	.330	4.074	.000
	Employee Empowerment	.015	.054	.020	.288	.774
	Recognition	.130	.057	.168	2.296	.023
	Achievement	.127	.043	.173	2.954	.004
	Personal Growth	.043	.049	.060	.885	.377
	Job Security	.297	.054	.399	5.485	.000
	Salary	-.056	.053	-.074	-1.064	.289
	Remuneration and Benefits	-.049	.049	-.068	-.996	.320
	Promotion	.082	.048	.094	1.705	.090
	Organization Policy and Rules	.089	.053	.112	1.670	.097
	Work Environment	-.025	.057	-.032	-.443	.658
	Coworker Relation	.126	.065	.156	1.957	.052
	Supervision Relation	.198	.055	.239	3.574	.000

Source: Own survey, June 2022

a. Dependent Variable: Overall Employee Job Performance

The study conducted a linear regression analysis for the independent variables and the dependent variable. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables. Table 4.16, presents regression analysis as “job security” has positively and statistically significant effect on overall employee job performance ($\beta=.399$; $P<0.01$). This result shows that, lack of employees’ job security in the organization has the most effect on employee’s job performance. This in turn shows that, employees in the organization were not secured. As a result they were not effective and efficient to their work.

Responsibility has positively and statistically significant effect on overall employee job performance ($\beta=.330$; $P<0.01$). This result shows that, lack of employee’s responsibility in the organization has the most effect on employee’s job performance. This in turn shows that, there is weak employee responsibility on their work in the study organization.

Supervision Relation has positively and statistically significant effect on overall employee job performance ($\beta=.239$; $P<0.01$). This result shows that, lack of supervision relation in the organization has the most effect on employee’s job performance. This in turn shows that, there is poor employee supervisor relation in the Oromia Seed Enterprise.

Achievement has positively and statistically significant effect on overall employee job performance in my job ($\beta=.173$; $P<0.05$). This result shows that, less achievement of employees performance in the organization. This in turn shows that, there is poor employee performance in the Oromia Seed Enterprise.

Recognition has positively and statistically significant effect on overall employee job performance ($\beta= .168$; $P<0.05$). This result shows that, lack of employees’ recognition in the organization has the most effect on employee’s job performance. This in turn shows that, employees in the organization were not recognized for their great achievement.

Coworker relation has positively and statistically significant effect on overall employee job performance ($\beta=.156$; $P<0.05$). This result shows that, there is weak coworker relation in the organization. This in turn shows that, there is lack of team sprit to improve employee performance in the Oromia Seed Enterprise.

As illustrated in Table 16, the result of the data indicated as intrinsic motivational factors [Responsibility, achievement and Recognition] and extrinsic motivation factor [Job security, Supervision relation and co-worker relation] are the most important determinants and they need more emphasis for the effectiveness of employee job performance in case of Oromia seed Enterprise office.

$$JP = \beta_0 + \beta_1 IMF + \beta_2 EMF + \varepsilon$$

$$JP = .754 + .399 \text{Job Secu.} + .330 \text{Resp.} + .239 \text{Sup.Rela.} + .173 \text{Achie.} + .156 \text{Cow.Rel.} + .168 \text{Recog.}$$

Where;

JP= Job performance

β_0 = is the intercept (Constant)

β_1 and β_2 = are the Regression Coefficients to be estimated

IMF= intrinsic motivation factors

EMF = extrinsic motivation factors

E= standard error

Job.Secu.. = Job Security

Resp.=Responsibility

Sup.Rela.. = Supervision Relation

Achie. = Achievement.

Cow.Rel. =Coworker Relation.

Recgo. =Recognition.

The result shows and interpreted as, a one percentage increase in job security, contributed for 39.9% increase in employee job performance, other independent variables remain constant. A one percentage increase in responsibility contributed for 33% increase in employee job performance, other independent variables remain constant.

A one percentage increase in supervisor relation contributed for 23.9% increase in employee job performance, other independent variables remain constant. Similarly, a one percentage increase in achievement contributed for 17.3% increase in employee job performance, other independent variables remain constant. Likewise, a one percentage increase in recognition, contributed for 16.8% increase in employee job performance, other independent variables remain constant. Lastly, a one percentage increase in co-worker relation, contributed for 15.6% increase in employee job performance, other independent variables remain constant.

Even though, theoretically Recognition and employee job performance have positive relationship, according to this study they have negative relationship ($B=-.123, P<0.05$) i.e a one percentage increase in recognition contributed for -.123 percentage decrease in employee job performance, other independent variables remain constant.

Likewise, even though, theoretically coworker relationship and employee job performance have positive relationship, according to this study they have negative relationship ($B= -.156;P\leq 0.05$) i.e a one percentage increase in coworker relationship contributed for -.156 percentage decrease in employee job performance, other independent variables remain constant.

The analysis from open ended questions shows that, motivation of employees is not seen as important factor for the success of the organization in the study area. And also, the workers on the farm are not willing to stay and work due to the unfavorable climate of the place.

Interview with key Informants

Along with the data that have been gathered from the employees through questionnaire, the researcher has conducted interview with the organization management body. According to the response of key informants for the question whether OSE has motivational techniques in place they replied that, there exist no formal, standardized and planned motivational practice or strategies and commonly agreed on the current motivational practices cannot be considered as sufficient. The tools available to activate office motivation are incomplete. However he claimed that the employees were motivated to some extent to perform the assigned duties regardless of the organization's contribution. Moreover, employees were not performing their duties calmly due to the lack of comfort in the workplace; the workers on the farm are not willing to stay and work do to the unfavorable climate of the place; Employees are poorly motivated and even at

work, it affects the productivity , quality, success of the company; there is holding one to yourself, pushing the other away, not treating the worker equally; Instead of employee evaluations being outcome-centric, closeness, persistence and leadership that only holds the person who accepts his or her opinion, has damaged the motivation of the office staff; While employee motivation is good in his work, many employees are not motivated due to management; employee performance is clearly evaluated, however, there is no formal promotion based on results of the evaluation; There is a low sense of competition due to the lack of strategic evaluation and reward system. The motivation of the employee as per the enterprise is low, because of the benefits he receives, and because of the level of employment. The salary of the employee is not proportional to the level he is at and this affects the performance of the job. There were no employee incentive tools were implemented. There is lack of consistence between what is on the market and what the office holds. Finally, it is confirmed that, the enterprise is not currently succeeding according to its plan. Employee's motivation strategies were not implemented in the office. As result, low level of employee motivation has an impact on employee's job performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter is concerned with the highlights of the study findings and conclusions that are derived from the data analyses and discussions. Recommendations are provided at the end based on the findings and conclusions drawn from the study.

5.1. SUMMARY OF THE FINDINGS

5.1.1. The extent of employee's motivation in OSE.

Therefore, on the basis of the analysis and data interpretations that have been undertaken in the previous chapters, the writer has extracted the following findings discussed here in under.

- ❖ Regarding the extent of employee motivation the analysis of the data shows that, the majority of the respondents which count 61.4% of the total sampled population have disagreement on employee of the office highly motivated to do their job. This implies that, they were not well-motivated to do their job efficiently and effectively. This result clearly presupposes that the less motivated the workforce, the lower their level of input into work and hence decrease in performance. Similarly, the overall employees motivation were having mean value (mean=3.27; SD=0.933). The value is categorized under the mean value between (mean=2.62-3.41). This result indicates that, the level of employee motivation in the study area were **average level of motivation**. As a result, employees are poorly motivated and even at work; it affects the productivity, quality and success of the organization. In support to this concept, the interview conducted with key informants; the degree of employee's motivation in OSE was evaluated as moderate (average) level of motivation. This is because of; motivation of employees is not seen as important factor for the success of the organization in the study area. This in turn implies that, motivation is directly proportional to performance. As it has been inferred from the study the level of motivation among staff members at OSE is low and these reflect the diverse impacts on their level of input towards their job performance.

5.1.2. Examining the effect of intrinsic motivation factors on job performance in OSE.

Therefore, on the basis of the regression analysis and data interpretations that have been undertaken in the previous chapters, the writer has extracted the following findings discussed here in under.

- ❖ It is also clear from the findings that employees “responsibility” has positively and statistically significant effect on overall employee job performance ($\beta=.330$; $P<0.01$). This result shows that, employee’s responsibility and job performance have direct relationship in the organization. This in turn shows that, there is weak employee responsibility leads to weak low motivation and less job performance.
- ❖ Another major finding derived from the study here is that “achievement” has positively and statistically significant effect on overall employee job performance ($\beta=.173$; $P<0.05$). This result shows that, achievement of employees’ and job performance has direct relationship in the organization. This in turn shows that, there is weak employee’s achievement that leads low performance in the Oromia Seed Enterprise.
- ❖ Although “recognition” has positively and statistically significant effect on overall employee job performance ($\beta= .168$; $P<0.05$). This result shows that, employees’ recognition and job performance has direct relationship in the organization. This in turn shows that, lack of employees recognition in the organization leads to lower performance.

5.1.3.Examining the effect of extrinsic motivation factors on job performance in OSE.

Therefore, on the basis of the regression analysis and data interpretations that have been undertaken in the previous chapters, the writer has extracted the following findings discussed here in under.

- ❖ It is also clear from the findings that employees “job security” has positively and statistically significant effect on overall employee job performance ($\beta=.399$; $P<0.01$). This result shows that, employees’ job security and job performance have direct relationship in the organization. This in turn shows that, employees in the organization were not secured. As a result they were not effective and efficient to their work.

- ❖ Another major finding derived from the study here is that “supervision relation” has positively and statistically significant effect on overall employee job performance ($\beta=.239$; $P<0.01$). This result shows that, supervision relation and job performance have direct relationship in the organization. This in turn shows that, there is poor employee supervisor relation in the OSE. As result, the organization is encountered by low performance.
- ❖ Although, “coworker relation” has positively and statistically significant effect on overall employee job performance ($\beta= .156$; $P<0.05$). This result shows that, there is weak coworker relation in the organization. This in turn shows that, there is low team sprit to improve employee performance in the OSE.
- ❖ The analysis from open ended questions shows that, motivation of employees is not seen as important factor for the success of the organization in the study area.
- ❖ The analysis from open ended questions shows that, the workers on the farm are not willing to stay and work due to the unfavorable climate of the place. .
- ❖ The results of the findings from key informant interview indicated that, the organizations in the study area do not have clear methods and strategies to motivate employees. Moreover, some policies and strategies used by the organizations are inadequate in motivating employees to higher level and not put in to practice.
- ❖ Adjusted $R^2= .66.8$ indicates that 66.8% of the employee job performance explained by the IV included in the model and about 33.2 % of employee’s job performance was explained by other factors which is not included in the model.
- ❖ In general, in this study as intrinsic motivational factors [Responsibility, achievement and Recognition] and extrinsic motivation factor [Job security, Supervision relation and co-worker relation] are the most important determinant factors affecting intrinsically and extrinsically employees job performance in OSE.

5.2. CONCLUSIONS

The results of the study form the basis for the conclusions and recommendations on this chapter and have brought to light the extent of employee's motivation and the importance of intrinsic and extrinsic motivation on employee's job performance in the study area.

Regarding the extent of employee motivation the analysis of the data shows that, employees motivation at OSE is average level of motivation and is to the extent to which they are unwilling to whole heartedly to move the organization's business to a remarkable achievement and commit themselves to work to see the success of the organization due to lack of adequate attention given to implement intrinsic and extrinsic motivation factors in the said organization. Thus, it is clear from the survey that less or non-motivated employees are less productive in terms of their performance as compared motivated employees. As a result, employees are poorly motivated and even at work; it affects the productivity, quality and success of the target organization.

Regarding the effect of intrinsic motivation factors, there was no recognition given to employees for their best performance by their immediate supervisors of OSE. And also, there was weak responsibility given to employees by the target organization. Likewise, there is poor supporting employee's sense of achievement in the OSE. This implies that, effect of intrinsic motivation factors (weak responsibility, lack recognition and lack of supporting employee's sense of achievement) leads to low employee's motivation and less job employees job performance.

Regarding the effect of extrinsic motivation factors, there was lack of keeping employees job security. And also, there were weak coworker relation and supervisor relation in the organization. This shows that, effect of extrinsic motivation factors (lack of keeping job security, weak coworker relation and weak supervisor relation) leads to employee's job dissatisfaction and less employees motivation and job performance.

In support to this idea, the analysis of the data from key informant interview indicated that, there is no clear and appropriate motivation strategy which is designed by the office to motivate employees for particular performance. Moreover, employee motivation is not seen as important factor for the achievement of the organizational goal or objectives are all looked intrinsic and extrinsic motivation factors in affecting employee job performance in the OSE.

To sum-up, the present study would be helpful for the organization to know about the effect of intrinsic and extrinsic factors of motivation on employee's job performance and organizational productivity and implement with that respect to maximize its efficacy.

5.3. RECOMMENDATIONS

After analyzing the outcome of the survey analysis, the study has recommended some of the strategies which might be effective in building positive employees attitudes towards intrinsic and extrinsic factors of motivation.

- ❖ The analysis of the data shows that, employee's motivation at OSE is average level of motivation and to the extent to which they are unwilling to whole heartedly to move the organization's business to a remarkable achievement and commit them to work to see the success of the organization. Therefore, the management of targeted organization should have methods and strategies that aim to motivating towards their job performance through conducting appropriate need assessment, and should use more attention for some published strategies and different directives in order to motivate employees of the organizations.
- ❖ It was identified that, the level of employee's job performance in the study area were mostly and significantly affected by intrinsic factors of motivation [lack of responsibility, weak sense of achievement and lack recognition for best performer]. Hence, the management of targeted organization should lay much emphasis on motivating employees intrinsically by providing effective responsibility, good sense of achievement and provide recognition for more productive employee's in order to enhance their job performance.
- ❖ The finding of the data indicates that, the level of employee's job performance in the study area was mostly and significantly affected by extrinsic factors of motivation [lack of employee job security, weak supervisor relation and weak coworker relation.] Hence, the management of the targeted organization should make efforts to improve job security; supervisor relation and coworker relation to certain standard that will make employees feel happy about their job. Moreover, the management of OSE should emphasis on motivation employees extrinsically by reducing level of employee's dissatisfaction and improving job security, supervisor relation and coworker relation.
- ❖ The analysis from open ended questions shows that, motivation of employees is not seen as important factor for the success of the organization in the study area. Therefore, it is recommended to management of this organization should emphasis on motivating their employees by providing performance centered learning opportunities, various incentives, housing for employees, adequate medical treatment for its employees; increase the motivation of the office staff and improve its performance from time to time.

- ❖ The analysis from open ended questions shows that, the workers on the farm are not willing to stay and work due to the unfavorable climate of the place. Hence, the management of the organization should applies some strategies like valley priority, housing payment, adequate water, electricity and internet service in order to retain employees on farm site.
- ❖ The results of the findings from key informant interview indicated that, the organizations in the study area do not have clear methods and strategies to motivate employees. Moreover, some policies and strategies used by the organizations are inadequate in motivating employees to higher level and not put in to practice. Therefore, the management of the organizations should have methods and strategies that aim to satisfying employee's and should put on the ground some policies and strategies that helps for improving employee's motivation and their performance.

5.4. IMPLICATIONS FOR FURTHER RESEARCH

In the end, in this study the major intrinsic and extrinsic motivation factors used have been found influencing for the 66.8% of all over job performance of the respondents, whereas the factors that contributing for remaining 33.2% were not found. Further studies may find out the remaining factors. To sum up, more number of studies on this vital topic of effect of intrinsic and extrinsic motivation on job performance is required for other similar organization to offer better and quality service to the general public service offices in future.

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APPENDIX

Annex-1

WOLLEGA UNIVERSITY

SCHOOL OF GRDUATE STUDIES

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

P.O. Box: 395, Nekemte, Ethiopia

Dear respondents, I would like to express my deepest appreciation for your generous time, honest and prompt responses.

This questionnaire is designed to gather data about “*effect of Employee’s Motivation on job performance in Oromia seed Enterprise*” by TemesgenMerga. The information will be used as a primary data for research as a partial fulfillment of Master’s Degree in Business Administration at Wollega University. The data you provide to have a great value for the success of this research. I assure you all data will be used for academic purpose only. As a result you are not exposed to any harm because of the information you provide. Finally, this research is to be evaluated in terms of its contribution to our insight about Factors Affecting Employee’s Motivation on job performance in the study areas in particular and the country at large.

General Instructions:

- ✓ No need of writing your name
- ✓ In all cases where answer questions are available please tick(“X”) in the box provided
- ✓ Write what you fill without hesitation on the provided to provide to open space question.

Thank you in advance for your honest cooperation!

PART I. Personal Information

1. Gender: Male Female
2. Age: 18-25 years old 26-30years old 31-40 years old 41-50 years old
Above 50 years old
3. Marital Status: Never Married Married Divorced Widowed
4. Educational Background: Grade 10 -12 Certificate Level (I-V)
Diploma (10+3) Degree BA/MSc and Above
5. Work Experience: Less than 5year 5-10years 10-15 years
Greater than 16 years
6. Income Level: Less than 1000 Birr 1001-3000Birr 3001-5000 Birr
5001-7000 Birr 7000 -10,000 Birr 10000 and above
7. Current Position: Supportive staff Expert Team Leader Process owner

PART II: The Extent of Employee job performance

NB. Please tick the appropriate box to indicate your degree/level of job performance.

Rating: 1=Strongly Disagree,2=Disagree,3 =Neutral,4 =Agree,5 = Strongly Agree

No	Variables	Scales				
		1	2	3	4	5
	The Extent of Employee job performance					
1	You are highly motivated at your work place.					
2	Employee of your organization is highly motivated to do their job.					
3	The degree of trust revealed at your work place is determinant of your level of motivation					
4	The degree of stress employee exhibit in your organization is as a result of their level of motivation at work.					
5	I believe the level of employee motivation in the organization has an impact on the retention practices.					

6	The training program relating to your jobs provided by your organization give impact on your motivation.					
7	The quality of working environment at your organization has an influence on your motivation level.					
8	The financial rewards in your organization motivate employees in at higher level.					
9	The monetary compensation salary structure in organization has an effect on your level of motivation.					
10	Opportunities for employee's carrier growth and development provide fairly in your organization give impact on your motivation.					
11	Overall: Average overall employee job performance					

PART III: Survey of Employee's Perceptions towards Motivational Factors

NB. Please tick the appropriate box to indicate the major factors affecting employee's motivation with indicated motivational factors.

Rating: 1=Strongly Disagree,2=Disagree,3 =Neutral,4 =Agree,5 = Strongly Agree

	Items	Rate				
		1	2	3	4	5
	Major Factors Affecting Employee job performance					
A	Organizational Set-up factors(Working Environment)					
1.	Job Design					
1.1.	My Organization has good job design that motivates me.					
1.2	More challenging work assignments available for me.					
1.3	There is much autonomy in my job.					
1.4	My job permits me to decide on my work how to go about doing the work.					
1.5	There is much Varity in my job					
2.	Recognition					
2.1.	My Organization has a good recognition that motivates me					

	at higher level.					
2.2.	My Organization has a good appreciation culture for my success that motivates me at higher level.					
2.3.	Training and Development opportunities available for me.					
2.4	There is some form of recognition(eg. employee of the month)					
2.5	I get praise from my supervisor.					
2.6	My Organization has good recognition and appreciation culture for my success that motivates me at higher level.					
2.7	My Organization has good financial rewards that motivates me at higher level					
3.	Achievement					
3.1	My Organization has good sense of achievement that motivates me at higher level.					
3.2	My organization is supportive of any goals and values that motivate me at higher level.					
3.3.	Help is available from my organization when I have a problem that motivates me at higher level.					
3.4.	My organization really cares about my well-being that helps me for higher achievement.					
3.5	My organization shows great concern for me that helps me for higher achievement.					
4	Job Security					
4.1.	My Organization has good job security that motivates me.					
4.2	I believe that level of employee motivation in the organization is the organization has an impact on the employee retention practice.					
4.3.	Employee of your organization is overall motivated to do their job.					
5	Organization Policy and Rules					
5.1	My Organization has good organizational policy and rules that motivates me at higher level.					

5.2.	The procedures have been free of bias.					
5.3.	The outcomes I receive appropriate for the work I have completed.					
5.4.	My outcomes reflect what I have contributed to the organization.					
6.	Working Environment					
6.1.	My Organization has good quality working environment that motivates me at higher level.					
6.2.	The degree of trust revealed at your work place is a determinant of your level of motivation at work.					
6.3.	Jobs mentally and physically demanding good working conditions for employee to be motivated.					
B	Organizational Relation Ship Factors					
1	Co-worker Relation					
1.1.	My Organization has good Co-worker relation (team work) that motivates me.					
1.2.	Feeling of team spirit and cooperation among coworkers affects motivation positively.					
1.3.	My level of motivation at my job is to an extent influenced by co-workers.					
1.4	The constant job feedback attained by your immediate supervisor will affect your level of performance and influences how much you are motivated to perform your job.					
2	Responsibility					
2.1.	My Organization has good culture regarding assigning employee responsibility that motivates me at higher level.					
2.2.	I am involved in decisions that affect my work.					
2.3	I have information to do my job well.					
3	Supervisor Relation					

3.1.	My Organization is implementing tight supervision that motivates me.					
3.2.	My manager assists me to identify my motivation needs.					
3.3.	I am satisfied with the information I received from managements.					
C	Growth and Development Factors					
1	Employee Empowerment					
1.1.	My Organization has good employee empowerment system that motivates me at higher level.					
1.2.	Empowerment and autonomy at your organization is superior for your motivation.					
1.3.	There is employee participation in decision making.					
2	Personal Growth					
2.1.	My Organization has good opportunities for carrier growth and development that motivates me.					
2.2.	In my organization personal growth opportunities available for me.					
2.3.	There is a strong link between outcomes and employee personal growth.					
3	Salary					
3.1	My Organization has fair payment structure that motivates me at higher level.					
3.2	Salary is the most important attribute towards employee motivation.					
3.3	The monetary compensation salary structure in organization has an impact on your level of motivation.					
4	Remuneration and Benefits					
4.1.	My Organization has good remuneration and benefit structure that motivates me.					
4.2.	An attractive incentive plan of your of organization (like, over time work) create motivation of employee.					

4.3.	Remuneration affects motivation of employee.					
5	Promotion					
5.1.	My Organization is implements regularly merit based employee promotion that motivates me.					
5.2.	My office available the opportunity of promotion for me.					
5.3.	In my office employees are promoted according to their job performance.					

N.B.

10. How do you think the current employee's motivational level at your office can be improved?

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

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

Annex-2
WOLLEGA UNIVERSITY
SCHOOL OF GRDUATE STUDIES
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
P.O. Box: 395, Nekemte, Ethiopia

Structured interviews questions for the “Key **Informants**” of Oromia Seed Enterprise for the study of, factors affecting employee’s motivation on job performance .This interview is designed to gather data regarding “**Effect of Employee’s Motivation on job performance**”: **A case of Oromia Seed enterprise**. Therefore, since the success of the study upon the responses that you provide, I will ask your genuine and accurate response to each of the items and I would like to assure you that your response and answers remain strictly confidential.

More about this source text

TemesgenMergaGudeta
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Phone No-0913407458

Thank you in advance for your honest cooperation!

I. The Extent of Employee Motivational Level

Bal'inaSadarkaaKaka'umsaHojjetaa

1. How do you evaluate the employee degree of motivational level in your office?
2. Do you believe that employees' level of motivation affect their work performance?
3. Is the organization implementing motivational tools for employees? What made you feel good about your job? _____
4. Do you believe that the organization should assess the effectiveness of applied techniques on employees' motivation and apply some motivational tools for the betterment employee performance?

II. Major Factors Affecting Employee's Motivation

5. The major motivational factors that affect employee's motivation in your office?
6. How much the work environment motivates employees in your organization? What are those working environment?
7. How do you evaluate the employees' growth and development matters their motivation? What are these employees' growth and development the organization used to motivate employees?
8. Is the organization adopting a kind of techniques to keep employees motivated? If yes, how much the applied techniques are effective in motivating employees?
9. Is your organization effective and efficient to achieve the stated goals? If not what are the reason?

Annex-III

Data Coding Book

No	Name of Variables	Codes given to Different Measurements
1	Gender	1=Male 2=Female
2	Age	1=18-30 years 2=26-30 years 3=31-40 years 4=41-50 year 5 = >50 years old
3	Marital Status	1= Never Married 2=Married 3=Divorced 4= Widowed
4	Educational Background	1= Grade 10-12 2=Certificate 3=Level (I-V) 4= Deploma(10+3) 5=Degree 6= MA/MSc and Above
5	Work Experience	1= Less than 5year 2= 6-10years 3=11-15 years 4 =Greater than16 years
6	Income Level	1= Less than 1000 Birr 2 =1001-3000Birr 3= 3001-5000 Birr 4=5001-7000 Birr 5=7000 -10,000 Birr 6= 10,000 and above
7	Current Position	1= Supportive staff 2= Expert 3= Team Leader 4=Process Owner
8	Missing Element	99
9	Likert's Scale	1= Strongly Disagree 2= Disagree 3=Neutral 4=Agree 5=Strongly Agree

Table 2.The SPSS name of the Employee’s Motivation Survey Variable

No.	Variable Name	SPSS name
1	Identification number	ID_No.
2	Gender	Gender
3	Age	Age
4	Marital Status	MStatus
5	Educational Background	EB Ground
6	Work Experience	Wexprince
7	Income Level	ILevel
8	Current Position	cposition
9	Over oll employee job performance	Emp_perform
	Objective-1	
1	The extent of Employee Motivation	
	Work place	Wplace
	Employee motivation to do their job	Tjob
	Degree of of trust	Dtrust
	Degree of employee stress at work	Dstress
	Employee retention Practice	Rpracta
	Training program	Tprog
	The quality of working environment at your organization has an influence on your motivation level.	Q_work
	The financial rewards in your organization motivate employees in at higher level.	Freward
	The monetary compensation salary structure in organization has an effect on your level of motivation.	SStruc
	Opportunities for employee’s carrier growth and development provide fairly in your organization give impact on your motivation.	GDev
	Objective-2	
2	Major factor affecting employee job performance	
	My Organization has good job design that motivates me.	JobD
	More challenging work assignments available for me.	Work_Ass
	There is much autonomy in my job.	autonomy
	My job permits me to decide on my work how to go about doing the work.	Job_per
	There is much Varity in my job	MVarity
	My Organization has a good recognition that motivates me at higher level.	Good_Rec
	My Organization has a good appreciation culture for my success that motivates me at higher level.	GA_Cultu

	Training and Development opportunities available for me.	Training_Dev
	There is some form of recognition(eg. employee of the month)	recognition
	I get praise from my supervisor.	Get pra
	My Organization has good recognition and appreciation culture for my success that motivates me at higher level.	Good_Rec
	My Organization has good financial rewards that motivates me at higher level	Freward
	My Organization has good sense of achievement that motivates me at higher level.	Achive
	My organization is supportive of any goals and values that motivate me at higher level.	Goals_V
	Help is available from my organization when I have a problem that motivates me at higher level.	Problem
	My organization really cares about my well-being that helps me for higher achievement.	H_achive
	My organization shows great concern for me that helps me for higher achievement.	GConcern
	My Organization has good job security that motivates me.	Job_Sec
	I believe that level of employee motivation in the organization is the organization has an impact on the employee retention practice.	Retentionp
	Employee of your organization is overall motivated to do their job.	MJob
	My Organization has good organizational policy and rules that motivates me at higher level.	OPolicy
	The procedures have been free of bias.	Fbias
	The outcomes I receive appropriate for the work I have completed.	Outcome
	My outcomes reflect what I have contributed to the organization.	reflect
	My Organization has good quality working environment that motivates me at higher level.	Quality_W
	The degree of trust revealed at your work place is a determinant of your level of motivation at work.	Work_place

Jobs mentally and physically demanding good working conditions for employee to be motivated.	Work_con
My Organization has good Co-worker relation (team work) that motivates me.	Team_W
Feeling of team spirit and cooperation among coworkers affects motivation positively.	Filing_T
My level of motivation at my job is to an extent influenced by co-workers.	Extent_In
The constant job feedback attained by your immediate supervisor will affect your level of performance and influences how much you are motivated to perform your job.	Feed_Bac
My Organization has good culture regarding assigning employee responsibility that motivates me at higher level.	Good_Cul
I am involved in decisions that affect my work.	Involved
I have information to do my job well.	Job_Well
My Organization is implementing tight supervision that motivates me.	Im_tight
My manager assists me to identify my motivation needs.	Manager_A
I am satisfied with the information I received from managements.	Stis_Inf
My Organization has good employee empowerment system that motivates me at higher level.	Good_Emp
Empowerment and autonomy at your organization is superior for your motivation.	Empo_aut
There is employee participation in decision making.	D_making
My Organization has good opportunities for carrier growth and development that motivates me.	CGroth
In my organization personal growth opportunities available for me.	Personal
There is a strong link between outcomes and employee personal growth.	Outcome_E
My Organization has fair payment structure that motivates me at higher level.	Payment_S
Salary is the most important attribute towards employee motivation.	Salary
The monetary compensation salary structure in organization has an impact on your level of motivation.	Monitory

	My Organization has good remuneration and benefit structure that motivates me.	Benefit_S
	An attractive incentive plan of your of organization (like, over time work) create motivation of employee.	Time_work
	Remuneration affects motivation of employee.	Remune
	My Organization is implements regularly merit based employee promotion that motivates me.	Regular_M
	My office available the opportunity of promotion for me.	Oportu
	In my office employees are promoted according to their job performance.	Office_Emp



Intarpiraayizii Sanyii Filatamaa Oromiyaa
Oromia Seed Enterprise
Bahir Dar (Addis Ababa)

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Lakk ISFO/D-1/6275
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Ref. No. _____

Guyyaa 23/08/20
ቀን _____
Date _____

→ **Wallaggaa Yuuniversiitii Dipartimentii Maanaajmantiitiif**

Naqamte

Dhimmi :- Deeggarsa Nu Gaafattan erguu ta'a

Akkuma armaan olitti ibsame xalaya lakk.Mgt/47/2022 gaafa 20/04/2022 barreessitaniin barataa MBA Waggaa 2ffaa yuuniverstii keessanii kan ta'an **Obbo Tamasgeen Margaa** Qo'annoo (research paper on Effect of Employee's motivation on job performance) intarpiraayizii sanyii Filatamaa oromiyaa irratti akka taasisan deeggarsa akka goonuuf nu gaafachuun keessan ni yaadata.

Haaluma kanaan, akka intarpiraayizii keenyatti gaaffii (Questionnaires) dhiyaate qaama ilaallatuun guuttamee kan ergine ta'uu keenyaa isin beeksifna.



Nagaa Wajjin

(Signature)

Jemal Hasan
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G/G

➤ **A/H/D/ Bulchiinsa Qabeenya Namaa fi Jijjiirama Hojii tiif**

ISFO

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Bahir Dar