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# **The Effects of Motivation on Employees' Performance at Berhanena Selam Printing Enterprise (BSPE)**

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**A Thesis Submitted in Partial Fulfillment of The Requirements for  
The Award of The Master's Degree in Business Administration**

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**ST. MARY’S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**DEPARTMENT OF MASTERS OF BUSINESS ADMINISTRATION**

This is to certify that the thesis prepared by Rediet Chekol entitled “The Effects of Motivation on Employees’ Performance at Berhanena Selam Printing Enterprise (BSPE), based in Addis Ababa”, is an original work of the student and is being submitted in partial fulfillment of the requirement for the Master’s Degree in General Business Administration and complies with the regulations of the University.

**APPROVED BY BOARD OF EXAMINERS**

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## **DECLARATION**

I, the undersigned, declare that this thesis entitled “The Effects of Motivation on Employees’ Performance at Berhanena Selam Printing Enterprise (BSPE), based in Addis Ababa”, is my original work, prepared under the guidance of Aderaw Gashaye (PhD). All sources of materials used for the thesis has been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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## **ENDORSEMENT**

**This thesis entitled “The Effects of Motivation on Employees’ Performance at Berhanena Selam Printing Enterprise (BSPE),”, has been submitted to St. Mary’s University for examination with my approval as a university advisor.**

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**Advisor**

**St. Mary’s university, Addis Ababa**

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**Signature**

**June, 2023**

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## **LIST OF ACRONYMS**

<b>ERG</b>	Existence Relatedness Growth
<b>MARS</b>	Motivation, Abilities, Role
<b>SPSS</b>	Statistical Package for Social Science
<b>BRSPE</b>	Berehanena selam printing enterprise

## ABSTRACT

*Employee motivation refers to external and internal factors that trigger employees' energy and desire for continuous commitment and interest in their jobs. The performance of an employee towards the company is often very important in the world of work smooth process. Motivating the staff leads to broaden their skill to meet the organizational demands. Each branch manager should have the responsibility to work with the staff to find out their individual needs and put them side by side to the organization needs. The purpose of this study is to explore the effect of motivation on employees' performance in Berhanena Selam printing enterprise. The research design of this study is descriptive and analytical cross-sectional method. This study applied one of the probability sampling techniques which is a simple random sampling. The data was collected using interviewer administered structured questionnaire and qualitative. The researcher had coded and analyzed the replies gathered from the participants using SPSS Version 16.0. According to effect of motivation almost all of the participants strongly agree on fair payment is very crucial for employee motivation, again majorities of the employees strongly agree on the company's bonus payment system based on performance is highly motivating the employees, majorities of the participants were strongly agree on there is an attractive incentive plane (like, commission, overtime work etc.). Most of the employees strongly agree. In conclusion Motivation was agreed upon with fair payment, bonus payment system, attractive incentive plans, and opportunities for career growth and development. It is recommended Berhanena Selam should focus on extrinsic employee motivation through incentive programs and financial benefits, and provide training and opportunities to develop new skills.*

**Key words:** *Motivation, Employee, Performance*

# **CHAPTER ONE**

## **INTRODUCTION**

This chapter begins with a background of motivation and employee performance. It emphasizes the problem that motivated the researcher to select the topic, as well as describes the objectives, problem statement, purpose of the study, scope of the study, and lastly the relevance of the study.

### **1.1 Background of the study**

Motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive. Motivation is finding a need inside the employees and help to achieve it in a smooth process. Motivating the staff leads to broaden their skill to meet the organizational demands. Each branch manager should have the responsibility to work with the staff to find out their individual needs and put them side by side to the organization needs. Motivating individuals is the only way to get them to like working hard. People today have to understand why they working hard. Every individual in an organization is motivated by some different way (Abdi et.al, 2017). Employee motivation refers to external and internal factors that trigger employees' energy and desire for continuous commitment and interest in their jobs (Kamal Saddiya & Assoc. Prof. Faieza Abdul Aziz,2022). Motivation determines the limits and forms of activity and which give it its activities oriented towards achieving certain goals (Robescu 2016).

According to Akinyi, 2015,"The manager should motivate the employees to get things done through them without asking them what to do. Extrinsic motivation on the other hand, results from the attainment of externally administered rewards including pay, materials, possessions, prestige, and positive evaluations among others."

The total success of an institution in accomplishing its strategic objectives is primarily reliant on personnel performance. Employee performance is a function of ability and motivation, where ability refers to the skills, training, and resources needed to complete a task and motivation refers to an inner force that motivates an individual to do something(Kiruja EK & Elegwa Mukur,2013).Employee performance is the result of work achievement which is assessed in terms of quality based on existing work standards within the organization or within the work agency Performance is a condition that must be known about the level of achievement of

Individual results associated with the vision originating in an organization, as well as knowing the positive and negative impacts of an operational policy. The performance of an employee towards the company is often very important in the world of work. Every company wants its employees to have good performance at work in order to create good performance among employees, it takes a good work environment from the company and good work motivation from employees. The performance of an employee towards the company is often very important in the world of work (Andi & Yani, 2021). Employee performance is closely related to the results of one's work in an organization or company (Yeti Kuswati, 2020).

Individual's motivation to perform is affected by the immediate consequences surrounding the performance and motivation implies that there is more to it than that. Individual motivation is a partly function of a person's long-term history (Mohammad, 2001). Good motivation can strengthen commitment and lead to improved performance while good performance can improve organizational performance (Kuswati, 2020).

Managers and superiors have the ability to make an influence on motivation of employees through acknowledgement and recognition of employee's efforts and accomplishment. Employers usually pay attention and concentrate more on monetary incentives as a primary solution for employee retention even though that is a short-sighted assumption and employees consider less intangible aspects for the job as important and motivating. Employees perform when they are rewarded and when they exceed the expectation, limits and surpass the target, as a way to motivate them they should be immediately rewarded (Jaiswal 2019). Motivation is defined by understanding the meaning and association between drives, needs, and incentives. Supervisors and management scholars believe that performance is unachievable without devotion to work (Evelyn, et al, 2018).

## **1.2. Statement of the problem**

Motivation is crucial for employees to work effectively and support company growth. Managers must effectively motivate their staff, as lack of advancement prospects and a tight labor market can hinder retention. Managers who inspire their teams can increase employee retention, as lost knowledge and expertise can negatively impact customer needs and the economy (Akinyi, 2015).

One of the greatest challenges to human resource managers is to make all employees contribute to the success of the organization in a moral and socially responsible way. Due to dynamic and competitive organizational environment, organization needs to realize the importance and value of employees. They don't have to consider employees as a cost but they have to see as necessary people that should be maintained and retained in the organization (Mohammed, 2009).

Workers performance could be of low standard, in condition of inadequate motivation. Most employees leave there place of work, because of insufficient motivation. Some are willing to stay, because they know that what they benefit in terms of welfare packages (salaries, bonuses, free expense paid trips and some other tips) are not often available somewhere else. The major problem is how to motivate employees to achieving higher performance in berehanena selam printing enterprise. The study is set out to depict the effect of motivation on employees' performance in berehanena selam printing enterprise (Alalade & Oguntodu, 2015).

If employees are not satisfied with the existence of motivation, employees performance does not necessarily decline in other words, the influence of motivation on job performance is a direct influence (Dewi, 2019).All organizations encounter the issue of motivation whether they are in the public or a private sector. Organizations in both the public and private sectors in Mauritius have objectives which can only be achieved by going through the right direction and stimulating the employees to get the desired results through the process of motivation (S. Chintaloo and Jyoti Devi Mahadeo, 2013).

Human needs are insatiable for this reason they always struggle for new things in life. If someone receives huge salaries, allowances, transportation fees does not guarantee ones motivation here to say motivation doesn't rely extrinsic rewards but also internal ones. Previously there are some motivational practices in the organization based on the performance but now there are some planned activities but the employees are not satisfied and think it is not enough. The main purpose of this study is to investigate effect of motivation on employees' performance at berehanena selam printing enterprise of motivational goal setting, financial incentive, reward and recognition

### 1.3. Research questions

1. How financial and non-financial incentives brought by management will encourage employees work?
2. What are the changes brought by recognized employee by the company?
3. How motivation affect productivity?

### 1.4. Objective of the study

#### 1.4.1. General objective

The general objective of the study is to assess the effects of motivation on employees' performance at berehanena selam printing enterprise (BSPE)

#### 1.4.2. Specific objectives

- To evaluate financial and non-financial incentives brought by management to encourage employees at work.
- To explore changes brought by recognized employee by the company and
- To assess how motivation affect productivity

### 1.5. Significant of the study

The study will have or intended to provide the following contribution (significance).The findings would benefit the management of **Berhanena Selam Printing Enterprise** implement and enhance programs that can motivate their employees and improve performance.

The study would contribute to the existing body of knowledge on the impact of motivation on employees. It will also help future scholars who will endeavor to undertake a study on motivation and performance.

### 1.6 scope of the study

The study scope is the effect of motivation on employees' performance in case of: **Berhanena Selam** Printing Enterprise. Basing on the area of the study the researcher collected data reflecting the relationship between motivation and performance of employees in the organization. The scope of the study can be discussed in terms of the issue under investigation conceptual scope, geographical area, methodological aspects, and unit of analysis.

**Conceptual scope:** conceptually, this study is delimited to effective of motivation on employee performance in the case of berehanena selam printing enterprise.

**Geographical scope:** geographically, this study is delimited effective of motivation on employee performance in the case of berehanena selam printing enterprise

**Methodological scope:** Pertinent data will be gathered using structured questionnaire and interview. Hence, the study will apply descriptive cross sectional research design in order to meet the research objectives.

**Unit of analysis:** In order to meet the research objectives data will be gathered from employees and managements. Thus, individual will be the unit of analysis in the study.

### **1.7. Organization of the study**

The study is organized in to five chapters. The first chapter discussed background information, the research problem, objectives, research questions, scope of the study, significance of the study, operational terms, and limitation of the study and organization of the paper. Chapter two is concerned with the various literatures reviewed in order to enhance the knowledge about the area. Chapter three discussed the research designed and methodology. Chapter four the findings and chapter five findings, conclusion and recommendation.

### **1.8 Definition of Terms**

**Motivation:** it is the process that accounts for an individual's intensity, direction and persistence of effort toward attaining a goal.

**Employee performance:** the activity of performance of doing something fruitfully by knowledge as famous from simply possessing



## **CHAPTER TWO**

### **CRITICAL REVIEW LITERATURE**

This chapter examines the following in accordance with its goals: conceptual framework, theoretical framework, and a survey of the relevant literature. Regarding the subject chosen by the researcher, this chapter discusses the theories and opinions of other scholars or individuals. The research was allowed to proceed with further investigation and search for fresh information thanks to the literature, which is essential.

#### **2.1. Theoretical literature**

##### **The Meaning of Motivation**

Motivation is the power behind people's willingness to give their all to whatever they do. The term "motivation" has been defined by numerous modern authors. Motivation is a collection of various factors that impact and guide our conduct in order to accomplish a particular objective. Work motivation is a collection of energy factors that originate both within and outside of an individual's being and are responsible for initiating and directing work-related behavior as well as for determining its form, intensity, and length. A person's inherent propensity to be concerned with, approach, and avoid negative incentives is known as motivation. To elaborate, an incentive is an available reward or unpleasant event in the environment (Haile, 2015). In companies, motivation is fundamental to factors like worker performance and interpersonal interactions (Sumantri, 2022).

##### **Work motivation**

Motivating activities relate to activities that provide encouragement, support, enthusiasm, work inspiration to others to achieve more. Motivation is the key of a successful organization to maintain the continuity of work in the organization with a strong way and help to survive. Motivation has an effect on organizations in determining productivity, performance, and persistence (Indrayani & Mahfud, 2022).

## **Motivation of an Employee**

The primary goal of motivation is to support behavioral change. It is a power which enables someone to do action in the pursuit of a specific goal. Motivation forced such result as productivity; performance and persistence. Compared to less motivated employees, motivated individuals are more self-driven and oriented toward autonomy and independence, which makes them more likely to take advantage of development possibilities. Employee dedication to their work and jobs is also higher when they are driven compared to individuals who lack motivation (Shahzadi, 2014).

## **Employee Motivation and Performance**

Job performance is the most important variable in industrial and organizational psychology, and employee motivation is one of the strategies managers use to enhance effective job performance among workers (Zemene, 2013).

Motivation is influenced by the strength of a person's motives for achieving goals, and rewards are one of the factors that influence employee performance (Arisman, 2022).

Achieving personal and organizational goals requires motivated employees. It is influenced by both internal and external variables, including rewarding employment, a supportive work environment, recognition, stress, and job appreciation (Sharaeva Elvina, Liu Zhi Chao, 2019).

## **Hierarchy of Needs Theory**

The best-known theory of motivation is Abraham Maslow's hierarchy of needs, which hypothesizes that within every human being there is a hierarchy of five needs. The original five needs are:

1. Physiological, Includes hunger, thirst, shelter, sex, and other bodily needs.
2. Safety-security, Security and protection from physical and emotional harm.
3. Social-belongingness: Affection, belongingness, acceptance, and friendship.

4. Esteem, Internal factors such as self-respect, autonomy, and achievement, and external factors such as status, recognition, and attention.

5. Self-actualization. Drive to become what we are capable of becoming; includes growth, achieving our potential, and self-fulfillment.

Maslow asserts that the next need takes over once the previous ones are substantially met. Therefore, you should pay attention to meeting wants at or above the person's current level of the hierarchy if you want to inspire them ((P. Robbins & A. Judge, 2019).

### **Herzberg's Two-Factor**

Theory Herzberg's theory emphasizes mainly on the factors that satisfy or dissatisfy employees (Riley, 2005). In his theory Herzberg mentioned a number of key points that are similar to Maslow's hierarchy of needs. Herzberg's Two-Factor Theory divides motivation into two groups known as the motivation factors and hygiene factors and the researcher provided a strong link between motivation and productivity. According to Herzberg (1959), the motivating factors are the six job content factors that include; achievement, recognition, works itself, responsibility, advancement, and possibility of growth. Hygiene factors are the job context factors, which include company policy, supervision, and relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security (Tirimba, 2015).

### **McClelland's Motivational Theory**

The most important details in this text are the advantages and drawbacks of the need for achievement theory. This theory's key benefit is that tasks are distributed to employees in accordance with their needs, while the main drawback is that it focuses on needs for achievement, power, and affiliation, but ignores essential needs such as food, shelter, and protection. Organizations need to identify employees with this exceptional quality and challenge them as motivating (Emmanuel and yaw, 2021).

### **MARS model of individual behavior**

The MARS model illustrates how a combination of internal and external forces results in a person's behavior. The model's name is an abbreviation for the four main elements that affect

employee performance, which are; Motivation, Abilities, Role Perception and Situational Factors (MARS). Individual values, personality, perceptions, Attitudes and stress form a basis on which the factors interact (Heller 2004).

In organizations, these elements are closely tied to one another. Employee behavior and performance will be impacted negatively if any of the MARS Model's components are not met. For instance, a motivated, passionate employee who possesses skill If there are insufficient resources, even someone who is capable of managing the work and has a clear understanding of their jobs won't be able to do their job successfully (Akinyi, 2015).

### **ERG theory**

Clayton Alderfer introduced his theory as a substitute of Maslow's theory in 1969. He brought a simple approach with three categories of needs. The theory demonstrates a satisfaction-progression principle" which can also be denoted from the pyramid of Maslow. The following criteria govern Clayton's theory: Existence (physiological and safety needs) refers to a person's fundamental requirements, including bodily comfort and continued existence. People must feel connected, or that they share a relationship and a feeling of who they are, in order to feel related (social needs). Growth (self-actualization and esteem needs) is the need to achieve higher and to become self-determined. It is the sense of having conquered something for us and the others. Need can be satisfied simultaneously. Also, a person experiencing difficulties to satisfy a need may rank it as a lower need. Hence, the theory possesses a "frustration – regression dimension (S. Chintaloo and Jyoti Devi Mahadeo, 2013).

### **M.C. Gregory's Hygiene Theories**

X and Y An unmet need can frustrate an employee and make him unproductive. Douglas McGregor published the human side of enterprise in 1960. In it, he explained that managers operate from one or two basic assumption about human behavior. X and Y theories According to the first idea, which represents the conventional wisdom about employees, those who work for a company are lazy and must be bullied, managed, and directed. The second identified people as McGregor believed them to be: accountable, willing to learn, and given the right incentives, inherently driven to use their creativity and ingenuity. According to Mc Gregory, the conventional approach to addressing humans, which views them as uncertain, mindless robots,

needs to alter. Indeed, McGregor emphasized that managers couldn't fully utilize employees' diverse talents until they altered these presumptions. He highlighted that how individuals are treated and respected at work is what matters. He went farther by recommending managers to give workers an opportunity to contribute, take charge, and bear responsibility. Knowledge of motivational theories enables this. A manager can think about how to grow employees, capture commitment, and create a great work environment from a knowledgeable point of view (Edwin & Okafor 2014).

## **2.2. Empirical frame work of the study**

The research study looked at the impact of employee motivation on performance at the Hormuud Company in Mogadishu, Somalia. It used descriptive research design and a sample size of 60. Results showed that monetary rewards, job enrichment, and training had significant and positive effects on employee performance. The researcher recommends that all employees should be motivated to ensure they are retained and improve performance. Overall organizational productivity and effectiveness can be enhanced. According to Findings in table 5 shows that the respondents were GOOD that the monetary reward is the most important factor that motivates employees as indicated in the mean of ( $M = 2.87$ ), while respondents were GOOD that the main purpose of monetary reward is to attract, retain and motivate qualified employees as indicated by the mean of ( $M = 2.92$ ), followed by that the respondents were GOOD that the Monetary reward is one of the most significant variables in explaining job performance which got the mean of ( $M = 2.87$ ),

While the respondents were GOOD that if there is positive relationship between monetary reward and performance as indicated in the mean of ( $M = 2.80$ ), and the respondents were GOOD that the monetary reward can help to create positive competition inside the organization as indicated by the mean of ( $M = 2.87$ ) (Mohamud, et, al, 2017).

The purpose of the study was to determine how motivation affected worker performance at Kenyan public middle level technical training institutions. It used a descriptive research design, 315 respondents, a structured questionnaire, and two content and process theories. Findings showed that employees are not satisfied with their pay and work environment, and the study can be generalized to other public and private institutions (Kiruja EK & Elegwa Mukur 2013).

Human resources have always played a limited role in society's organizations. As a result, encouraging employees has become a top priority for businesses today that want to stay competitive. A manager who wants to achieve the objectives of the organization will perform even better due to the organization's motivation of its human resources. According to the findings, only 50% of employees want to receive it, and 40% would prefer written appreciation. Personality could be an important factor that makes people's preferences about the form of recognition. Some people may be proud to be honored in front of the general public, while others may simply be embarrassed. The first and most significant finding of this study is that a significant portion of employees concur that praise inspires them and has an impact on their work. In conclusion, praise can be an effective strategy for inspiring workers. It is desired by employees and significantly increases their performance. According to some writers [Luthans & Stajkovic, 1999], social rewards like recognition may have a similar impact on employee performance to salary (ROBESC, 2016).

This study aimed to evaluate how employees of the Kenya Commercial Bank in Migori County were motivated in their work. It found that monetary rewards, job remuneration, job security, job enhancement, job training, and team building were all important factors in motivating KCB employees in Migori County. Managers should know that monetary rewards, job enrichment, and training significantly affect the performance of KCB employees in Migori County (Akinyi, 2015).

This study examined the effect of job characteristics on employee performance among private equity firms in Nairobi City County, Kenya. It used a descriptive research design and questionnaires to collect data. Results showed that variety of skills, task identity, autonomy and feedback affected employee performance, while task significance did not significantly affect it. Motivation was found to be an important factor in influencing employee performance, as it affects the relationship between job characteristics and performance (Ngari Evelyne 2018).

The study aimed to assess the effectiveness of financial and non-financial incentives provided by management to motivate workers, examine changes a happy employee makes to a business, and evaluate the effectiveness of the incentive system. The research approach was deductive and a questionnaire survey was administered to 100 low-level employees of Ireland Blyth Limited.

Results showed that job satisfaction is significantly influenced by rewards, but the relationship is weak. Organizations must conduct a study on their workforce before applying incentives to bridge the gap between motivation and performance (S.Chintaloo and jyoti Devi mahadeo, 2013).

This study aims to investigate the motivational technique adopted by manufacturing firms in Nnewi, examine the response of employees, and determine if motivation leads to higher performance and productivity. The survey method was used to investigate the motivation of 2,000 workers in manufacturing firms in Nnewi. Management should adopt positive motivational techniques to increase moral and productivity (Edwin& Okafor 2014).

The study's overarching goal is to look into how employees' motivation affects their performance in the Nigerian banking sector. The study specifically took the following goals into account: the banking industry's degree of employee motivation should be investigated.

To assess the current state of employees' performance in Nigeria's banking sector. to ascertain how motivation affects employees' performance. The descriptive-correlation survey method was employed in this study to gather thorough and accurate data regarding existent phenomena. It concentrated on 80 senior employees from various banks on Lagos Island in Nigeria. A questionnaire that was created by the researcher and given to respondents served as the instrument. SPSS and Linear Regression were used to analyze the data, with a 5% level of significance. This study discovered a substantial correlation between employee motivation and performance. It is critical to acknowledge exceptional work and reward it, offer employees with what they most need to be motivated, and maintain a safe, healthy, and risk-free environment. According to Samson these recommendations are based on the study's findings and should be carried out by banks in the Nigerian banking sector (Alalade, 2015).

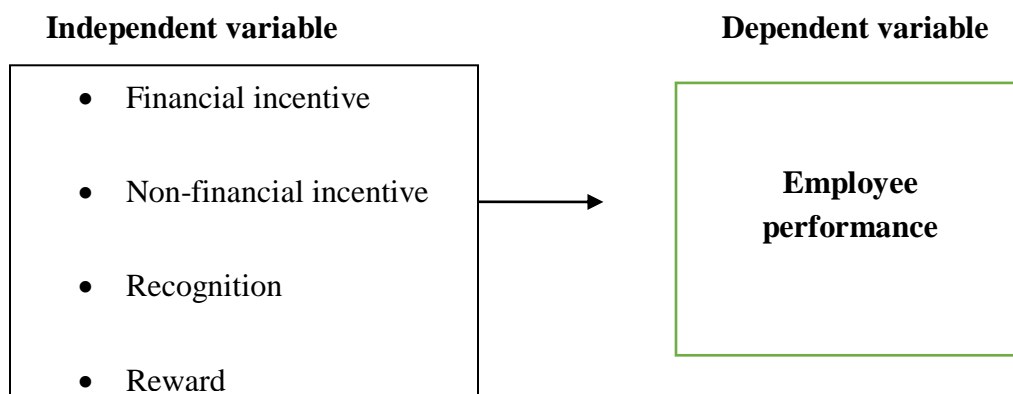
Research done on ethio telecom the majority of the employees (34%) are strongly agreed with the attractive incentive plan (like, commission, overtime work. etc.), which they have. The number of respondents who agreed is 48 (26.8%) employees. Nevertheless, only 9 employees (5%) strongly disagreed with the attractive incentive plan (like, commission, overtime work. etc.)

programs while there are more people who disagreed 32(17.9%) with the incentive plan. Moreover, a small portion of 28 (15.6%) respondents remain neutral.

According to the agreement level with the financial reward system, 77employees (43%) are Strongly Agreed, 33 (18.4%) of employees are disagreed with the financial reward system, and the same figure 33 employees are agreed (18.4%), while 32 employees are remaining neutral (17.9%) and only 4 employees strongly disagreed (2.2%) (Meseret, 2015).

An analysis of the relationship between work motivation and job satisfaction, work motivation and employee performance, employee satisfaction and employee performance, and the relationship between work motivation and employee performance mediated by job satisfaction at PT. Bank Rakyat Indonesia Persero Tbk Rengat Branch Office was conducted by Commerce and Management, United Kingdom. A detailed questionnaire was used to gather the information. 65 organic PT employees served as the samples Bank rakyat Indonesia (Persero) Tbk Rengat Branch Office. These samples were chosen by saturated sampling technique. Then, the data were analyzed by applying SEM (Structural Equation Modeling) analysis which was operated through Smart PLS 3 Application. The findings of this study showed that: (1) Employee job satisfaction is positively and significantly impacted by work motivation. (2) Employee performance is significantly and favorably affected by work motivation. (3) Employee performance is significantly and favorably affected by job satisfaction. (4) According to (Dewi, 2019), job satisfaction considerably and positively influences the impact of work motives on employees' performance.

### 2.3. Conceptual frame work of the study



**Figure 1: Graphical Illustrations of conceptual frame work**



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

In this chapter the following methodological issue were addressed points that have been incorporated in this chapter are study area research design questionnaire, selection of participants and test of validity and reliability, data collection, data analysis and model.

#### **3.1. Research Design**

The research design applied for this study was descriptive and analytical research method. The objective of this research is to study the who, when, where and how of topic and concerns a univariate question or hypothesis in which, we ask about, or state some things about the size, form, distribution, or existence of a variable (Donald and Cooper 1995). The research designed was using descriptive and analytical cross sectional method which was to investigate the existing effect of motivation on employees' performance at Berhanena selam printing enterprise.

#### **3.2. Population and sampling Technique**

The target population for this research was employees who work in Berhanena selam enterprise. Since population is normally a collection of all the concerned units that researchers like to study with in a particular problem, this research determined employees who work at Berhanena selam enterprise as a study population. This study applied one of the probability sampling techniques which was simple random sampling since it results in a more reliable and detailed information. The rationale for using stratified random sampling technique is to obtain a representative and reliable data about the impact of motivation on employee performance.

#### **3.3 Sample size determination**

The sample size was determined using single population proportion formula. As their similar studies in Ethiopia that can be taken as a proportion of the effect of motivation on employees' performance 36.7% proportion, is used with 95% confidence level (CI), 5% marginal error and 10% non-response rate.

$$n = \frac{z^2_{\alpha/2} p(1 - p)}{d^2}$$

Where

- $n$  = required sample size
- $\alpha$  = The level of significance
- $P$  = population proportion = 36.7%(Source Fissha, 2013)
- $d$  = marginal error = 0.05
- $z_{\alpha/2}$  = the value under standard normal table for 95% CI = 1.96

Hence,

$$n = \frac{(1.96)^2 \times (0.367) \times (0.633)}{(0.05)^2} = 357$$

### **3.4. Data collection procedures and quality Assurance**

The data were collected using questionnaire for employees and managements. The data were pretested and which was not be included in the study and necessary amendment were made on the questionnaire based on the pretest. The collected data were checked for its consistency and completeness before any attempt to enter code and analyze it.

### **3.5. Data Management and Data Analysis**

To arrive at relevant conclusions, the information gathered from respondents' personnel through questionnaires and interview conversations was analyzed and evaluated. The researcher had coded and analyzed the replies gathered from the participants using SPSS. Data was coded and entered after that adequate editing to prepare it for analysis. Additionally, tables and percentages were used in the analysis of data.

### **3.6. Ethical consideration**

Ethical clearance was obtained from the University. Official permission was also be obtained from study area. Written consent was taken from the study participants after telling the objective of the study. Participants were also being informed that participation is based on voluntarily. The confidentiality of the study participants' related data will be maintained by avoiding possible identifiers such as name of the study participants and/or any other identifiers. Only identification number will be used as a reference then after the whole data collection process, the filled questionnaire will be kept confidential throughout the whole process of the research work.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.1. Socio demographic characteristics of the participants

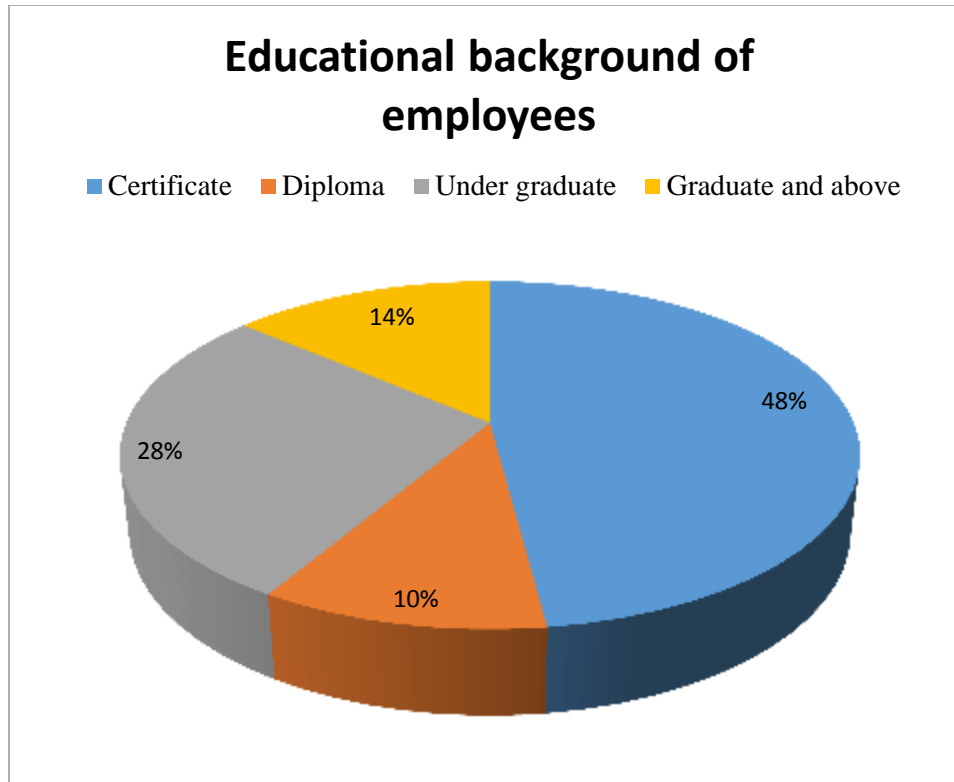
The total respondents in this study were 357. With regard to respondents gender composition majority 235(66.1%) of them were female and the remaining 121(33.9%) were male.

The highest percentage of 177(49.6%) respondents age were between 20-30 years followed by 123(34.5%) of them age group were between 31-40 years. All of them of the participants were staffs. According to the work experience of the respondents above half 185(51.8) of them had 5 years and above followed by 136 (38.1%) 2 years.

**Table 1: Socio demographic characteristics of the participants(n=357)**

Variable	Frequency	Percent
<b>Gender</b>		
Male	121	33.9
Female	236	66.1
<b>Age</b>		
20-30	177	49.6
31-40	123	34.5
41-50	21	5.9
Above 50	36	10.1
<b>Number of years in the company( experience)</b>		
2 years	136	38.1
3 years	21	5.9
4 years	15	4.2
5 years and above	185	51.8

The figure below shows that the educational background of Berhan ena selam employees and among them most of the respondents 48% had certificate followed by undergraduate 28%, 14 % of them were graduate and above and the rest 10% of them diploma holder.



**Figure 2:** shows that educational background of the respondents

#### **4.2. Effect of motivation on employee performance**

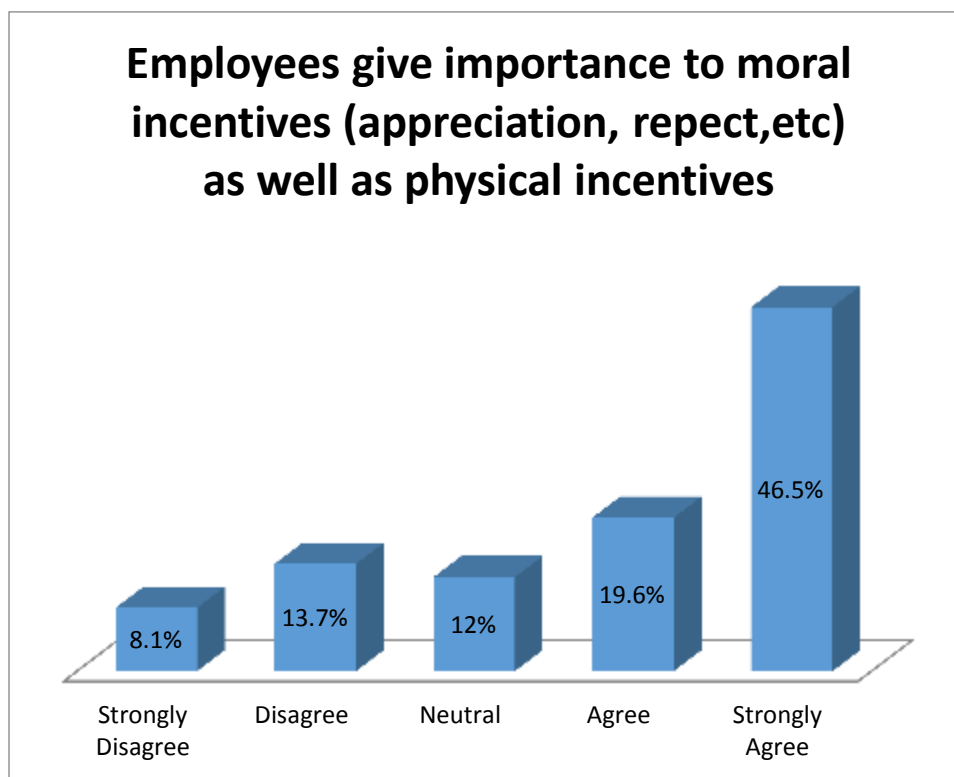
The opinions of employees have been sought as whether motivation has effect on their level of performance and out of the total respondents 14(3.9%) were strongly disagree, 7(2%) of them were disagree while, half of them 50(14%) were neutral, 49(13.7%) of them were agree and the rest 237(66.4%) of them were strongly agree. From the result majorities of the respondents concluded that motivation is directly proportional to performance. The more motivated the work force the higher level of input into work and increase performance

**Table 2: Effect of motivation on employee performance**

Variable	Frequency	Percent
<b>Effect of motivation</b>		
Strongly Disagree	14	3.9
Disagree	7	2.0

Neutral	50	14
Agree	49	13.7
Strongly Agree	237	66.4

The figure below shows that appreciation of the employees in Berhan ena Selam company and most of them (46.5%) strongly agree on the company give for employees give importance to moral incentives (appreciation, respect) as well as physical incentives.



**Figure 3: shows those employees' moral incentives**

The figure below shows that financial reward to motivate employees and above half of them (62%) of them strongly agree on financial reward motivate employee at a high level.



**Figure 4: show that financial reward which motivate employee at a high level**

#### **4.3. Employee performance characteristics**

According to employee performance measurement majorities 142(39.8%) of the participants were strongly disagree on I can say that the BSPE motivational practice helped me to reduce lateness and absenteeism. Most of them disagree on I observed that because of motivational practice developed by the organization there is a decreasing level of turnover within the employees, due to the motivational scheme provided by the organization my willingness to spend extra hours on working become increase, In my opinion the BSPE motivational practice inspired me to deliver my tasks as per the requirements and improve my service delivery time and through the development of the motivational practice my job performance evaluation score become increasing respectively 161(45.1%) 134 (37.5%), 171(47.9%) and 187(52.4%). Most 142(39.8%) of the participants were strongly disagree in general the BSPE motivational practices increase my commitment, competency, efficiency and effectiveness of my overall performance.

**Table 3: Employee performance characteristics**

<b>Variable</b>	<b>Frequency</b>	<b>Percent</b>	<b>Mean</b>	<b>Std.dev</b>
<b>I can say that the BSPE motivational practice helped me to reduce lateness and absenteeism.</b>			2.21	1.007
Strongly Disagree	142	39.8		
Disagree	134	37.5		
Neutral	45	12.6		
Agree	36	10.1		
<b>I observed that because of motivational practice developed by the organization there is a decreasing level of turnover within the employees</b>			2.03	0.964
Strongly Disagree	88	24.6		
Disagree	161	45.1		
Neutral	63	17.6		
Agree	36	10.1		
Strongly Agree	9	2.5		
<b>Due to the motivational scheme provided by the organization my willingness to spend extra hours on working become increase</b>			2.01	0.773
Strongly Disagree	124	34.7		
Disagree	134	37.5		
Neutral	63	17.6		
Agree	36	10.1		
<b>In my opinion the BSPE motivational practice inspired me to deliver my tasks as per the requirements and improve my service delivery time</b>			2.00	0.840

Strongly Disagree	96	26.9		
Disagree	171	47.9		
Neutral	81	22.7		
Agree	9	2.5		
<b>Through the development of the motivational practice my job performance evaluation score become increasing</b>			1.90	0.89
Strongly Disagree	98	27.5		
Disagree	187	52.4		
Neutral	45	12.6		
Agree	27	7.6		
<b>In general the BSPE motivational practices increase my commitment, competency, efficiency and effectiveness of my overall performance</b>				
Strongly Disagree	142	39.8	1.19	0.77
Disagree	125	35.0		
Neutral	72	20.2		
Agree	18	5.0		

#### 4.4. Regression analysis

According to regression analysis the independent variables were financial, non-financial, recognition and reward and also the dependent variables. Among that recognition was significantly associated of employee performance which was P-value <0.05. But the other variables such as financial, non-financial and award were not significantly associated or had no effect on employee performance (p-value >0.05).

**Table 4: Regression analysis**

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B
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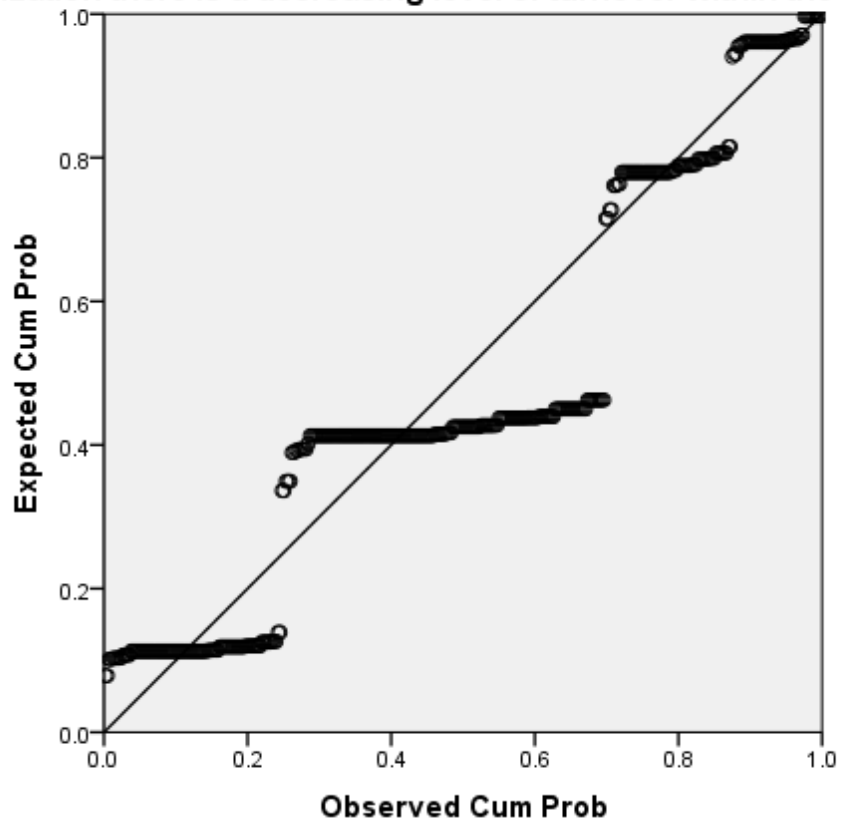


	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.970	.350		5.629	.000	1.282	2.658
Financial	-.077	.064	-.074	-1.207	.228	-.203	.049
Non-financial	-.053	.064	-.049	-.820	.413	-.179	.074
Recognition	.076	.038	.107	1.980	.048	.001	.152
Award	.070	.040	.094	1.777	.076	-.008	.148

a. Dependent Variable: Employee performance.

### Normal P-P Plot of Regression Standardized Residual

**Dependent Variable: I observed that because of motivational practice developed by the organization there is a decreasing level of turnover within the employees**



## **Results of qualitative research**

The first participant who participated on qualitative interview was a supervisor in Berhanena Selam enterprise.

How long have you stayed and worked in this organization?

*“I have been working for the last six years”.*

Do you think employee’s motivation is important to the organization and if there is formal and structured motivational program used in your organization and how often undertake employee motivation practices?

*“I believe that employee motivation is necessary for this organization. Usually we are using employee motivation related to benefit there for the employees will satisfied by that. For example we give allowance and holiday bonus also we have a bonus based on their performance. in addition, there is annual salary increment and bonus based on their personal performance”.*

*“So we assume that this program motivate them. Furthermore we facilitate scholarship for some employees who have fulfilled the criteria. For instance if the scholar ship is for MBA we give for five employees. On the other hand the employees who are under the required percent will benefit scholarship as they want to study”.*

*“We don’t have fixed motivational program except annual financial bonuses. Also we don’t do further on recognition activities, because the organization not give attention for recognition that much”.*

*“Exceptionally when someone do special by his or her creativity we give recognition like certificate or money, but it happen in a while. Most of the time the employees need financial incentives rather than certificates”.*

Does motivation program used in your organization improve the performance of employee?

*“The above mentioned employee motivational program highly improved the performance of employees within the organization. According to this they are working for the common future while they working today. If the organization will profitable they think they will get more benefit and financial increments. So they work by considering those points with their maximum effort” .*

Do you think that current motivational process at is effective in increasing employees' performance? if not? Why? And what are your units or departments attitude towards employees motivation?

*“I do believe that our motivational program can make productive the employees but not equally, because our employee performance measurement system is week. They are not paid as their effort. If we make our measurement system consistent we can identify the exact performance of the workers. Because of this the organization couldn't be as profitable as the needed goal when we see this from employees eyes some of them are happy and some others are unhappy it's because the evaluation system is not accurate and the allowance is given for all the employee equally as the hard worker and the lazy one are get equal benefit and this create some disagreements within employees. So, if the evaluation system for the performance is corrected and accurately measured as they perform the lazy one get as he worked and the hard worker get as his effort too”.*

What do you suggest any changes to the current motivational system of the organization?

*“For coming year We are planning to measure by using BSc (balance score card) it helps to measure the employees daily performance and will be register and based on that within 15 days or monthly the employee knows about his or her actual performance throughout the month and they will improve it as the potential of their where the improvement needed which problem I have like if am late to get on time at work so if we measure that the late comer is repeatedly late for work we can measure it by pointing out that date and give mark for the date he enter late as we recorded and also we will have within 3 months the employee will be in great position by improving his skill as his potential is evaluated so our aim is to get each employee as he works. So we are planning to measure each person performance daily and as he evaluated he may improve his potential to get the bonus as his colleague and there will be fair payment system to get incentives as to improve the organization be profitable I will get benefit too and we are planning those methods for the organization and also for the employee too”.*

The second participant who participated on qualitative interview was a team leader in Berhanena Selam enterprise.

How long have you stayed and worked in this organization?

*“I have worked in this organization for 9 year”.*

Do you think employee motivation is important to the organization?

*“I believe that employee motivation is very important for the organization”.*

Is there formal and structured motivational technique in place and how often under take this program within the organization?

*“There is a formal motivational program in this organization like at the end of the year there is yearly increments as the organization get profit the employee get twice or 3 times month salary for each and there is also bonus based on the performance of the employee. In addition on previous years there was motivational program which is on/off not fixed scheduled which sometimes stop another time implemented the program was that the daily performance of each employee is evaluated or registered daily as the employee fulfill the given or organization standard then we evaluation for each employee performance if or not they work as the given standard. If one person work 100% or above like 130% ,200 % or the less worker like under 100% like 80%,70%,90% then we post it on the board then we give rank to it then as the workers see the rank if they get number one they will be highly motivate and the other who is ranks second or not available in rank he will be motivate to get in to the rank as to be compute with his colleague this competition of employees bring high performance of the employees, other than the standards we will consider other things like discipline like punctuality participating on some organizational discussion like discovering some problem and come up with solution person which fulfill those standards we certified them or we may give some money if it is necessary this motivational was undertake within 3 months but now there is no such programs and this program was under HR and it is the concern of them but they are not deal with it now it is on and off have no fixed schedule for it. there is also negative effect on those programs from the employee perspectives as they works equally why there is rank and give special attention for one person and they complain about it. Another thing is that the yearly bonus which the employee get is highly motivating them to work as new contract come for us to be done if there is no work at*

*that time they ask for it to get in to work and get that bonus at the end of the year as if the organization be profitable I can get benefit from that too so this mutual benefit motivate the employee. the other thing is that when we get national exam to work each employee have daily incentives and at the end of the work they have done the contract we will give the money for each of them or we give them the money as the position of all employee by their hierarchy as the manager or ordinary employee give the money by cash. In addition to this there is scholarship for the employee which have the major priority to fulfill that the employee who have many years' experience will be get priority to get the scholar. But as my perspective those scholars haven't given to all workers rather by selecting those who are hard workers get benefit from that to motivate the others. In our organization financial incentives are get more attention from the employee they will be happy”.*

Which motivational processes have strong effect on employee performance?

*“They will prefer money other than certificate as this organization is a factory most of them are whom have low income they will be happier if we give them money rather certificate and appreciation”.*

What do you think the effects of the motivation on employee's performance?

*“The effect of motivation on the organization is that those the above mentioned programs which motivate employees be applied schedule with out on and off the workers will be highly productive by computation through employees is the recognition and incentives which are financial and non-financial (certificate and recognition) be sustainable the employees work equally as the last effort of theirs and the organization get high benefit from it. so, the program must be strongly applicable to motivate each employee and improve their performance”.*

What do you suggest any changes to the current motivational system of the organization?

*“As my opinion there is no additional or new motivational program to suggest the company is offering most of the incentives or benefits to the employee like the organization offer lunch for all employees to eat their lunch free from restaurant and this is highly appreciated from the employee and they are motivated by it. Except the above-mentioned problem, the organization is working on motivating the employee to get mutual benefit for the organization and the employee itself.*

## **DISCUSSION**

Another study research done on ethio telecom the majority of the employees (34%) are strongly agreed with the attractive incentive plan (like, commission, overtime work. etc.), which they have. The number of respondents who agreed is 48 (26.8%) employees. Nevertheless, only 9 employees (5%) strongly disagreed with the attractive incentive plan (like, commission, overtime work. etc.) programs while there are more people who disagreed 32(17.9%) with the incentive plan. Moreover, a small portion of 28 (15.6%) respondents remain neutral (Meseret, 2015). In addition to that another research done by (ROBESC, 2016) recognition is a powerful tool used to motivate employees and increase their performance. Results show that only 50% of employees wish to receive it and 40% prefer praise written. Personality may be an important factor. On the current study results shows that according to effect of motivation all most all of the participants strongly agree 308 (86.3%), on fair payment is very crucial for employee motivation, again majorities of the employees strongly agree on 301(84.3%) the company's bonus payment system based on performance is highly motivating the employees, majorities of the participants were Strongly agreed 250(70.0%) on there is an attractive incentive plane (like, commission, overtime work etc.). Most of the employees strongly agree 272(76.2%) on the company provides opportunities for employees carrier growth and development. When we compare the current study from the previous one which was done in Ethio telecom and another one the current study in Berhanena Selam, on both results shows that the participants agree on incentive plan is highly motivating, fair payment is key for the employees and in addition to that bonus payment system based on performance is highly motivating, and company provides opportunities for employee growth and development. Both studies show similar results.

According to the agreement level with the financial reward system, 77employees (43%) are Strongly Agreed, 33 (18.4%) of employees are disagreed with the financial reward system, and the same figure 33 employees are agreed (18.4%), while 32 employees are remain neutral (17.9%) and only 4 employees strongly disagreed (2.2%)

Research done by (Meseret, 2015) shows that most participants agree on the financial reward system is important in the company. Similarly on the current study most of the participants agreed that success of the staff should be appreciated, verbal praise from the manager, extra day off, employee awards based on attendance, award ceremonies of years of service, and a personal "Thank you" or note of appreciation from supervisor, manager, or co-worker. They also agreed that moral incentives (appreciation, respect) as well as physical incentives should be given to motivate employees. In addition to those qualitative results showed similar information with quantitative one such as, the most important details in this text are that employee motivation is important to the organization and that there is a formal and structured motivational program used. Additionally, the organization provides scholarships to employees who have fulfilled criteria. However, there is no fixed motivational program except annual financial bonuses and recognition activities. The motivational program has improved the performance of employees, as they are working for the common future and consider their maximum effort. The current motivational process at the organization is not effective in increasing employees' performance. This is due to the lack of accuracy in the evaluation system and the allocation of allowances for all employees equally. To address this, the organization is planning to use BSc (balance score card) to measure employee performance daily and monthly. This will help employees improve their performance and identify potential improvement areas.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1. Summary**

- This study surveyed 357 employees from BerhanEna Selam and majorities of males.
- All of the respondents were staffs and majorities of having 5 years and above.
- The educational background of most employees had certificate.
- Motivation was strongly agreed upon, with fair payment, bonus payment system, attractive incentive plans, and opportunity for career growth and development.

#### **5.2. Conclusion**

- Most of the participants agreed that success of the staff should be appreciated, verbal praise from the manager, extra day off as a reward, award ceremonies of years of service, and a personal "Thank you" or note of appreciation from supervisor, manager, or co-worker. They also agreed that moral incentives (appreciation, respect) as well as physical incentives should be given to motivate employees.
- The qualitative results show that the organization has a formal and structured motivational program, but it is not effective in increasing employee performance. To address this, the organization is planning to use BSc (balance score card) to measure employee performance daily and monthly.

#### **5.3. Recommendation**

- Berhanena Selam should concentrate on extrinsic employee motivation by enhancing its incentive program and offering financial benefits.



- During staff durbars and general meetings, they should be honored for their achievements, contributions, and standout performance. They must administer their benefits in a fair and impartial manner based on pre-established criteria.
- In light of the organization's capabilities, they should provide the employees with the motivation they most need and foster an environment at work that fosters employee engagement.
- The most crucial information in this essay is that the reward and pay system in Berhanena Selam is not appealing, that managers should ask about motivational strategies, and that direct supervisors should commend and recognize workers for their best work.
- Berhanena Selam should also provide training and opportunity for people to develop new skills so they can advance their knowledge and abilities in their jobs.

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## **ANNEXES**

### **St .Mary’s University College School of Graduates Studies Masters of Business Administration (MBA)**

Questionnaire to be filled by non- supervisory employees Dear respondent, I am conducting a study on “The effects of motivation on employee’s performance at BSPE”. This study is purely academic research. Your genuine response is highly valuable to conduct this study and then to arrive at legitimate results. I hereby request you to fill this questionnaire and give me back the earliest time possible. Any information you present will be kept absolutely confidential and will only be used for academic purpose. I would like to thank you for your effort and precious time to fill the questionnaire.

**REDIET CHEKOL**

**(Graduating Candidate)**

#### **I. Personal information**

Gender

1. Male
2. Female

Age

1. 20-30
2. 31-40
3. 41-50
4. Above 50

Educational background

1. Certificate

2. Diploma
3. Under graduate
4. Graduate and above

Category

1. Management
2. Middle management
3. Supervisor
4. Staff

Number of years in the company (experience)

1. 2 years
2. 3years
3. 4years
4. 5years and above

## Part II: Effect of motivation

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

No		SD(1)	D(2)	N(3)	A(4)	SA(5)
1	<b>Financial factors</b>					
2	Fair payments is very crucial for employee motivation					
3	The company's bonus payment system based on performance is highly motivating the employees.					
4	Financial rewards motivate employees at a higher level.					
5	An attractive incentive plan(like, commission, overtime work. etc.) motivated employees					
	<b>Non- Financial factors</b>					
6	The company provides opportunities for employee's carrier growth and development.					
7	The organization provide you appropriate training program relating to your jobs.					
	<b>Recognition</b>					
8	Employees give importance to moral					

	incentives (appreciation, respect, etc.) as well as physical incentives.					
9	Success of the employees should be appreciate at all times					
	<b>Award</b>					
10	Verbal praise of appreciation from the manager in front of the colleagues					
11	An extra day off as a reward of a well-done assignment					
12	Employee of the Attendance award					
13	Award ceremonies of years of service					
14	A personal "thank you" or Note of appreciation from supervisor, manager, or co-worker					

Employee performance measurement	SA	A	N	D	SD
I can say that the BSPE motivational practice helped me to reduce lateness and absenteeism.					
I observed that because of motivational practice developed by the organization there is a decreasing level of turnover within the employees					
Due to the motivational scheme provided by the organization my willingness to spend extra hours on working become increase					
In my opinion the BSPE motivational practice inspired me to deliver my tasks as per the requirements and improve my service delivery time					
Through the development of the motivational practice my job performance evaluation score become increasing					
In general the BSPE motivational practices increase my commitment, competency, efficiency and effectiveness of my overall performance					

**St. Mary's University College School of Graduates Studies Masters of Business  
Administration (MBA)**

Questionnaire to be filled by supervisory and top managers employees Dear respondent, I am conducting a study on "The effects of motivation on employee's performance at BSPE". This study is purely academic research. Your genuine response is highly valuable to conduct this study and then to arrive at legitimate results. I hereby request you to fill this questionnaire and give me back the earliest time possible. Any information you present will be kept absolutely confidential and will only be used for academic purpose. I would like to thank you for your effort and precious time to fill the questionnaire.

**REDIET chekol (Graduating Candidate)**

**II. Interview questions**

1. How long have you stayed and worked in this organization?
2. Do you think employees' motivation is important to the organization?
3. Does motivation programs used in your organization improve the performance of employees?
4. Is there formal and structured motivational technique in place?
5. What are your unit's/ departments' attitude towards employees' motivation?
6. How often undertake employee motivation practices?
7. Which motivational processes have strong effect on employee performance?
8. What do you think are the effects of motivation on employees' performance?
9. Do you think that current motivational processes are effective in increasing employees' performance? If not, why?
10. What do you suggest any changes to the current motivational system of the organization?