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THE RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION AND SERVICE QUALITY IN FITCHE HOSPITAL

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**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS
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APPROVALS

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Letter of Certification

This to certify that **Tamiru Lemma Weldeyes** has carried out his thesis work on the topic entitled “The relationship between employee motivation and service quality **in Fitch Hospital**”

Under my guidance and supervision. Accordingly, I here assure that his work is appropriate and standard enough to be submitted for the award of MSC in Quality management and Organizational Excellence.

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DECLARATIONS

I, **Tamiru Lemma Weldeyes**, Registration/ID Number **GSR/4276/09**, do hereby declare that this Thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of a degree in any other university or institution.

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ABSTRACT

This study aimed at assessing the relationship between employee motivation and service quality in Fiche Hospital. The questionnaire was distributed to 152 sample employees of the study and 146 were returned and used for analysis. Explanatory survey design using quantitative method was used. The participants of the study were selected using probability sampling method specifically stratified random sampling on the basis of the Hospital's business unit category. The data collected were analyzed using descriptive statistics such as mean and standard deviation, Pearson's correlation analysis, multiple regression analysis. The results indicated positive relationship between intrinsic motivation and service quality, and extrinsic motivation and service quality. Multiple regression result shows, except intrinsic motivation the extrinsic motivation have statistically significant influence on service Quality. From the findings it is concluded that there is negative relationship between intrinsic motivation and service quality, and positive relationship extrinsic motivation and service quality. Furthermore, it is also accomplished that both intrinsic and extrinsic motivation has strong positive impact on service quality. Therefore, the management of the Hospital should mainly focus and use intrinsic and extrinsic motivation. Finally it is recommended that the hospital should identify and consider the factors that have been identified to have significant difference between the staffs.

Key Words: Employee Motivation, Intrinsic motivation, extrinsic motivation, Service Quality

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ACRONOMY

CEO	Chief Executive Officer
FH	Fitche Hospital
IM	Intrinsic Motivation
EM	Extrinsic Motivation
SQ	Service Quality
SPSS	Statistical Package for Social Science
SDT	Self Determination Theory
WHO	World Health Organization
MOHSW	Ministry of Health and Social Welfare

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

In order to survive in this challenging and tough global competition, organizations need to give greater attention for their workforce. Among all organizational resources, human resource is the most valuable asset in organizations, because a skilful work without employees' is not possible (Hassan & Mahmood, 2016). Getting these things in mind, companies are investing a huge resources in designing employee motivation system to Put human resources into action, improves level efficiency of employees, increase in productivity, reducing cost of operation, improving overall efficiency and best utilization of resources.

In other hand, Motivation is an integral part of management process and every manager must motivate subordinates to create and understanding of human motivation was first carried out by Greek philosophers. They consider the concept of hedonism as a driving force in human behavior. In seventeenth and eighteen centuries Locke, Bentham, Mill, and Helvetius distinguished and developed the principle of hedonism. At the end of nineteenth and beginning of twenty century, the subject of motivation begun to migrate from philosophy towards newly emerging science of psychology.

Employee motivation is one of the most crucial elements of an organization's functioning. This is what gathers people together and gets the work done in the best possible way. Motivation is given a great attention, because it influences every part of the business. Nowadays, for effective employee motivation, in the organization high commitment of delivering quality service to their organization is considered as vital. Other research conducted argued that, the essence of motivation is the process of initiating human activities which is directed to attainment of certain goals. Employees who have unclear objectives tend to work slowly, they have bad results, lack interest and perform less tasks than the employees who have clear and challenging goals. Organizational success depends heavily on employee motivation, and managers must understand what motivates their employees. Understanding the concepts of motivation could assist incompetent and inexperienced managers, in terms of employee motivation, identify what motivates their employees. Employee motivation and satisfaction leads to organizational success (Thahier, 2014).

On the other hand, employee motivation is crucial point for define the amount to which organizations wants to deliberates their human capital accountable in producing output required by the organizations to encounter stock holders value. The finding of (Harrison and Kessels, 2004),

advocate that, when organizations are design a good employee motivation that enhance the delivering quality service level of customers, their feeling of relevance and trust will be at the reach of the organization. On the contrary, motivation is the amount of potential has been comes from motive which means any idea, need or emotion that prompts a man in to action. Whatever may be the behavior of man, there is some stimulus behind it that encourages leader ship and effective performance management (Mboya, 2013).

Most scholars argue that, a poorly designed and implemented employee motivation is becoming challenging issue. According to (Ali, Abrar and Haider, 2012), Motivation is the one of the most important term of psychology and most of mangers who wants maximum output and productivity. They tackle this is with a good way and motivate their employee in batter way. And also increase the cooperation between employee and mangers, it also encourage their responsibilities. And also encourage participation their subordinates, to take their responsibilities in batter way and also help to overseas other employee and monitor their performance. And motivate get their maximum interaction toward work and knowing employee's working capacity and assign work according to their capacity to get maximum productivity (Kalimullah, 2010). Getting employee to do their best work even in strenuous circumstances is one of the employees most stable and greasy challenge and this can be made possible through motivating them.

Previous studies reveal that motivation is the key to success in any organization. Management of any organization has the duty to motivate its staff to produce at its most effective levels. The success of management of any organization is measured by organizational performance which in turn depends on level of satisfaction and commitment of staff toward achieving goals of the organization (Locke, 2006).

1.2. Statement of the Problem

Motivating employees is an integral part of the management process. It enables employees to maximize their performance which maximize their productivity of the organization. Well-planned employees Motivational strategies and policies are important for successful achievements of the Organization (Gupta, 2005).

According to the World Health Organization report, there is a serious human resource crisis in the health sector in developing countries, particularly in Africa. The total health workforce in Africa is estimated at 1,640,000, with an average of 2.3 health workers per 1,000 people of the total health. In 2006 the Ministry of Health and Social Welfare (MOHSW) estimated that, there were 29,000 staff

working in government health facilities (an estimate of 65% shortage) and about 6,000 staff working in private facilities (an estimate of 86% shortage) Wikipedia.

The concept of motivation is used to explain the distinction between employees which have the same talents, abilities and opportunities to do their jobs in a similar organization and are under the same employment conditions and with the same facilities, but demonstrate different performances. These employees perform their jobs in such a manner that the jobs are required to be done with relatively more efforts, so they can try more to play the role for which they are asked (Ramprasand, 2013).

In Ethiopia also, few organizations are implementing employee motivation in order to enhance their employee engagement, minimize turnover of employee and increase service quality. Therefore, the aim of the organization such as hospitals should be to build on and enhance extrinsic motivation and intrinsic motivation for its workers to perform the healthcare service effectively, but also at the same time to supply some of intrinsic motivation along the way for organization improvement. Employee motivation is a topic that has received very significant attention by managers and researchers alike (Gautam, Mandal and Dalal, 2006).

Globally, few studies were available on the impact of employee motivation on Service Quality. The study conducted by (leppavaara, 2011) and (Irumshahzadi, 2014) shows that employee motivation has significant influence on service Quality. Sulrmaina, (2015) argue that, in order to create high level of employee motivation, organizations should participate employees on designing employee motivation and the system should be transparent, clear, and easy to understand.

It was discovered that good practice of employee motivation can enhance service Quality. In this study, the results concluded that there is a relationship between employee motivation and service quality. Another research written by (Juliana,2015), about Impact of staff motivation on organizational Growth . Therefore, I grounded on findings the researcher believes that further studies are still needed to the relationship between (intrinsic and extrinsic) motivation and service quality because there is gap time culture and research approach.

Having the above indicated roles in mind, committed employees which makes the Hospital successful on meeting its goals and become competitor in today's competitive environment is crucial. Hence, the researcher motivated on this study basically to know the level of employee motivation and service quality and the extent to which employee motivation could influence delivering service quality in FH as the Hospital is expected to play significant role in the country and contribute on the overall socio-economic development of the country through protecting the well-being of the citizens. Therefore,

this study will attempt to add a valued work to assess existing employee motivation and assess the linkage between employee motivation and service quality by motivation dimension of motivational factors using appropriate statistical tools.

In Ethiopian context, various assessments were conducted on the effectiveness of employee motivation practice both in private and public organizations (Genet, 2017), there is also some research gap in identifying the relationship between employee motivation and service quality. In addition to this, the relationship between employee motivation (intrinsic and extrinsic) and service quality in public Hospital is not yet researched. Therefore, this justifies the rationale for the study. Hence, in order to assess this research gap, the researcher was assessed the practice of existing employee motivation (intrinsic and extrinsic motivation) and the relationship between on service quality in Fiche Hospital.

1.3. Research questions

The research attempted to answer the following specific questions:

1. What is the level of employee Motivation in Fiche Hospital?
2. What is the level of service quality of Fiche Hospital?
3. Which type employee motivation is more prevalent in the Fiche Hospital?

1.4. Objective of the study

1.4.1. General Objective

The general objective of this research was assessing the relationship between employee motivation and service quality in Fiche Hospital.

1.4.2. Specific Objective

The specific objectives of the research proposal were:

1. To assess the level of employee motivation in Fiche Hospital
2. To assess the level of service quality in Fiche Hospital
3. To compare which type of employee motivation more prevalent in the Fiche Hospital

1.5. Significance of the Study

The study could assist the management of Hospital in order to provide the way to handle their employees and to policy makers in preparing good policies on providing good customer services.

The findings of the study have a crucial importance in giving sources for other researchers who might be interested in the same or related field. The study is helpful in formulating empirical literature reviews. In other words the study serves as an outlet for new ideas and insight.

To other researchers, the study would have helped in carrying out further research on service quality or even customer satisfaction.

1.6. Scope of the Study

Conceptually the study covers about the relationship between employee motivation (Intrinsic and Extrinsic) and service quality. Geographical setting of the study is Fitch town Administration because Fitch Hospital is located in the town. Moreover, this study was emphasized only on permanent employees of the Hospital consisting of technical and non-technical staffs through excluding employees who are serving on contractual basis. Also individuals who serve less than one year were excluded from this study. The reason is that, because it assumed as they are not well exposed to the system and may not have full understanding of the current employee motivation process in the Hospital. On the other hand, the study employed quantitative research method adopting explanatory survey design. This is because to reduce biasness like subjectivity on opinions.

1.7. Limitations of the Study

Although there are other related organizations which can be included in the study, this study limits itself only in Fitch Hospital. Thus, the conclusion of the study might be related to the organization under study. The study assessed only from the perspectives of employees.

1.8. Operational Definition of Terms

Employee motivation is fundamentally meant to facilitate behavioral alteration. It is a force that enables an individual to act in the direction of a particular objective (Steer, 2004).

Extrinsic motivation is related to ‘tangible’ rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible rewards are often determined at the organizational level and may be largely outside the control of individual managers. (Remi, 2011).

Intrinsic motivation is related to ‘psychological’ rewards such as the opportunity to use one’s ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. The psychological rewards are those that can usually be determined by the actions and behavior of individual managers (Zhang, 2010).

Service Quality; an author defines service as “any intangible act or performance that one party offers to another that does not result in the ownership of anything” (Kotler& Keller, 2009)

1.9. Organization of the study

This research paper was organized in to five chapters which includes the following contents: Chapter one includes an introduction, and then describes the background of the study, statement of the problem including research questions, objectives of the study, significance of the study, definition of terms and concepts, scope of the study, and limitation of the study.

Chapter two started with theoretical review which includes an overview, concepts and definitions of PM and PMS, purposes and stages of PMS through reviewing relevant literature on the relative theories and research findings. Then the concept and overview employee motivation and Service Quality, were discussed. Finally, empirical review, the relationship between employee motivation and service Quality, conceptual framework for the study was presented.

Chapter three was introduced the research methods and methodology which consists of description about the study area, research method, research design, population, sample size and sampling techniques, data source and types, data collection procedures, instrumentation, ethical consideration, and methods of data analysis. Finally, reliability and validity was presented.

In chapter four, the quantitative data gathered from the respondents were analyzed and interpret of the study were validated, and the findings were discussed.

Finally, in chapter five, the major findings of the study were summarized, conclusion and recommendation were given, and limitation and direction for future research were suggested.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

This section of the research study will deal with both theoretical and empirical literature of employee motivation and their relationship between service quality which is expected to give comprehensive knowledge or information concerning this subject matter such as overview of employee motivation, definition of employee motivation, concepts of employee motivation, types of employee motivation (intrinsic and extrinsic) concepts of service quality, dimensions of service quality to the organization, and the relationship between employee motivation and service quality stated by various researchers and authors will be discussed.

2.1. Overview of employee motivation

The term motivation is derived from the Latin word “mover” which means to be moved to do something (Steer, 2004). According to Robbins, motivation is “the willingness to exert high levels of effort towards organizational goals, conditioned by the effort’s ability to satisfy some individual need. Motivation is also considered as the interaction between the individual and the situation or environment (Latham & Pinder, 2005). “Motivation is inferred from a systematic analysis of how personal task and environmental characteristics influence behavior and job performance” (Jenica, 2007). After reviewing all the related definitions we define motivation as “a force that originates individuals to take actions to accomplish personal and organizational goals”. Individuals have not only different amounts, but also different kinds of motivation with respect to environment and culture (Aworemi, 2011). Human resource needs depend on internal and external factors, these factors need to be identified and satisfied for better outcomes.

Motivation is the energy that moves employees forward towards performing a certain action; motivation will strengthen the willingness of employees to work, and in turn it will increase the organization’s effectiveness and competence (Parashar, 2016). In most cases employee motivation is one of the policies of managers to increase effectual job management amongst employees in organization (Shadler, 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore in that direction. To enhance and improve the understanding of employee motivation, employers should identify the imperativeness of employee inspiration, concept and differences in individual employee desires. Consequently, management needs to be acquainted with employee motivational factors and changes in preferences of these motivational factors over time. The knowledge about employee motivation is an efficient and organized approach and

employers should know that employee motivational techniques and programs are to motivate their workers. Therefore, employees must be appreciated and integrated throughout this motivational process. There are many ways to motivate employees in today's working environment. Companies globally have been using different strategies and approach in order to improve employees' motivation. However, it seems that the best motivator for employees is something that is indeed important in their lives. Furthermore, different people might have different values and approaches and, therefore, being able to understand employees' needs and using appropriate motivating methods can help increase the level of motivation (Gleeson, 2016).

2.1.1 Historical development in Motivation

The understanding of human motivation was first carried out by Greek philosophers. They consider the concept of hedonism as a driving force in human behavior. In seventeenth and eighteenth centuries Locke, Bentham, Mill, and Helvetius refined and developed the principle of hedonism. At the end of nineteenth and beginning of twenty century, the subject of motivation begun to migrate from philosophy towards newly emerging science of psychology. This transformation arose many challenge, therefore as a result behavioral scientists started search for empirically based models to explain motivation. These models were instinct theories which were proposed by James, Freud, and McDougall. These theorists were of the opinion that behavior resulted from instinct (Steers, 2004). J.B.Watson was the main opponent of instinct theories, he proposed that psychological research should be objectively observed and inter-subjectively validated (Heckhausen, 2008).

Due to the increased limitations of the theory in early 1920s, instinct theories were replaced by models of reinforcement. This concept was supported by Thorndike, Wood worth, and Hull. They introduced the concept of learning in motivated behavior by arguing that present or future behavior is influenced by the consequences of rewards associated with past behavior. The work of Frederick Taylor and his colleagues on the scientific management movement is considered a key development in this field. Scientific management was considered as an economic boom for workers and management. In 1930s social scientists and managers started considering the role of social influences on behavior. In 1950s, new models of motivation emerged which were collectively called as content theories. The aim of these theories was to identify factors associated with motivation. According to (Bloisi, 2007) content theories are "based on identifying specific human needs and describing the circumstances under which these needs activates behavior". Maslow presented his theory "Maslow's need hierarchy

theory” in the same era which was later adopted by Alderfer encompassing three needs: existence, relatedness, and growth (Steers, 2004).

Motivation is one of the most crucial factors that determine the efficiency and effectiveness of an organization. All organizational facilities will remain useless unless people are motivated to utilize these facilities in a productive manner. Motivation is an integral part of management process and every manager must motivate subordinates to create in them the will to work (Gupta, 2005).

2.1.2 Self Determination Theory (SDT)

Deci and Ryan (1985, 1991, cited in lapointe, 2013) discuss Self-determination theory. They stated that, there are three psychological desires that is origin of initiation, direction and determination of human behavior, i.e. autonomy, competences and relatedness. Desire for autonomy means employee needs to choose in a flexible and autonomous way or in other words, it shows path to their objectives/goals. Competency means employees aspire to have a concrete outcome on their environment. Finally, desire for relatedness means to connect with others and they accept him/her. When these three desires are accomplished, employee considers themselves self-determined and motivated. Furthermore, these desires keep employees in job role as happy employee. When these desires are not accomplished, their motivation is called to be non-self-determined (lapointe, 2013). Self-determination theory intent that, employees perform better and positive concerning their wisdom and learning, development and psychological wellbeing to the extent that their organizations fulfill and persuade needs for autonomy (internal causations of one’s performance), competency (feeling valuable and efficient in one’s performance/actions) and relatedness (feeling close and connected to others) to such an degree that employees by themselves self-report high instead of low, specific degree of suppose autonomy, competency and relatedness (Lee, 2013).

2.1.3. Extrinsic and Intrinsic motivation

Extrinsic motivation is an important type of motivation. It can be defined as” a construct that pertains whenever an activity is done to attain some separable outcome”. When organization wanted to fulfill a task from employees, they offer monetary rewards and other tangible benefits. It referred extrinsic rewards in motivational language. It offers employees to make sure job when task is done properly. Extrinsic motivation is provided to employees because it is an effortless solution for task fulfillment. Surveys of research findings on employee jobs

motivation have recommended, employee considers intrinsic motivational factor better motivation than extrinsic motivation (Remi, 2011).

Some researchers consider extrinsic motivation decrease employee creativity because than employees focus on materialistic reward instead of tasks itself. As a result employee would be distracted from creativity relate side of job role that focused them task as originally explained and describe to them. According to (Remi, 2011) in Develop countries where extrinsic motivational factors are not considered best motivational factor get satisfaction of basic desires, food, and shelters as a grant, therefore preference of employees shifts from extrinsic (Promotion and growth, good wages, recognition, job security) motivation to intrinsic (interesting work, job appreciation, job satisfaction, stress) motivation. Management should know what motivates their workers and manipulate motivational technique based on employee's desires. This would help organizations to recognize, educate and retain creative and productive employees.

Extrinsic motivation contrast with intrinsic motivation is definite as “doing an activity simply for the enjoyment of activity itself, rather than its instrumental value (Ryan, 2000). Intrinsic motivation is one of the most appropriate and strong influence on workers creativity. Employees get intrinsic reward directly from job they perform. Job satisfaction, interesting work, job appreciation or the sense they help a client. Intrinsic motivated workers employ in a job because of their own interest in it and enjoy the job due to search for new solutions for business challenges and are more likely to burn up energy to identify problems and find innovative solutions (Cooper &Jayatilaka, 2010). Intrinsic motivation begins from a positive response to qualities of a job role. Intrinsic motivated worker engage because of their own interest in a task. Theorists are agreeing on point that intrinsic motivation is a psychologist level that describes deep participation in a job role. Task enjoyment activities provide employees a sense of engaging instead of just performing organizational operations and it helps employees to gratify their desires for pleasure. Intrinsic motivated employees give more attention to a task for their own mean and to look at substitute ways for solving different problems of business (Cooper &Jayatilaka, 2010).

Intrinsic motivation helps employees to engage in creativity. For example, when a worker recognizes that her/his job role is significant, employee will spend more time in understanding the organizational challenges and searching a creative solution. When a worker perceives that

he has the capability to perform job role effectively, has confident quantity of self-willpower over job performance and can resolve business challenges through his/her actions. Intrinsic motivation create creative and engage employees because when an employee are intrinsically engage in their job, they are likely to apply all of their efforts to the business problems they come upon (Zhang, 2010).

The purpose of explaining motivation (extrinsic, intrinsic) is to identify which motivation has a relation with service quality. Employees consider both an important factors for their job motivation but some employees consider more in line with extrinsic than intrinsic and vice versa. It is obvious that reward sensibleness is a very important factor for persuading the degree of motivation but it diminishes employee freedom regarding their behavior tends to be limit to actions involved in getting benefits. On the other hand, it diminishes employee creativity because of concentration given to the describe task and rely on what they are educated for a particular task. Some researchers concluded, extrinsic rewards have negative relationship with creativity of employees, because appropriate motivation would reduce degree of social loafing that diminishes group work involvement (Cooper, 2010).

2.1.4. Theories of Motivation

Motivation theories are classified into two groups; content theories and process theories. Content theories describe what motivate people, that is arouses and energized the behavior. Some of the most famous content theories are Maslow's need hierarchy, Herzberg's two-factor theory and McClelland's three factor theory. Process theories describe why people are motivated or it reached the specific of the motivation process. Vroom's expectancy theory, Adam's equity theory, four driver theory and skinner's reinforcement theory , Alderfer ERG theory, Self Determination theory (SDT), are some of the famous process theories (Iguisi, 2009,Maslow, 2016)

2.1.5. Service quality

In order for a company's offer to reach the customers there is a need for services. These services depend on the type of product and it differs in the various organizations. Service can be defined in many ways depending on which area the term is being used. An author defines service as "any intangible act or performance that one party offers to another that does not result in the ownership of anything" (Kotler& Keller, 2009). In all, service can also be defined as an intangible offer by one party to another in exchange of money for pleasure.

According to Solomon (2009) defines quality as is one of the things that consumers look for in an offer, which service happens to be one (Quality can also be defined as the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs (Kotler et al., 2002). It is evident that quality is also related to the value of an offer, which could evoke satisfaction or dissatisfaction on the part of the user.

Service quality in the management and marketing literature is the extent to which customers' perceptions of service meet and/or exceed their expectations for example as defined by Zeithaml et al. (1990), cited in Bowen & David, 2005) Thus service quality can intend to be the way in which customers are served in an organization which could be good or poor. Parasuraman defines service quality as “the differences between customer expectations and perceptions of service” (Parasuraman, 1988). They argued that measuring service quality as the difference between perceived and expected service was a valid way and could make management to identify gaps to what they offer as services.

Haywood (1988) explains the aim of providing quality services is to satisfy customers. Measuring service quality is a better way to dictate whether the services are good or bad and whether the customers will or are satisfied with it. A researcher listed in his study: “three components of service quality, called the 3 “Ps” of service quality”. In the study, service quality was described as comprising of three elements:

- “Physical facilities, processes and procedures;
- Personal behavior on the part of serving staff, and;
- Professional judgment on the part of serving staff but to get good quality service. “Haywood 1988).

Moreover he stated that “an appropriate, carefully balanced mix of these three elements must be achieved.” (Haywood, 1988,) What constitutes an appropriate mix, according to him will, in part, be determined by the relative degrees of labour intensity, service process customization, and contact and interaction between the customer and the service process. From the look of things, this idea of his could be design to fit with evaluating service quality with the employee perspective.

One of the most useful measurements of service quality is the dimensions from the SERVQUAL model. In the creation of this model for the very first time, “Parasuraman et al. (1985) identified 97 attributes which were condensed into ten dimensions; they were found to have an impact on service quality and were regarded as the criteria that were important to access customer’s expectations and perceptions on delivered service (Kumar et al., 2009).

The SERVQUAL scale which is also known as the gap model by Parasuraman, et al. (1988) has been proven to be one of the best ways to measure the quality of services provided to customers. This service evaluation method has been proven consistent and reliable by some authors (Brown et al., 1993). They held that, when perceived or experienced service is less than the expected service; it implies less than satisfactory service quality; and when perceived service is more than expected service, the obvious inference is that service quality is more than satisfactory (Jain et al., 2004).

From the way this theory is presented, it seems the idea of SERVQUAL best fits the evaluation of service quality from the customer perspective. This is because when it is stated “perceived” and “expected” service, it is very clear that this goes to the person, who is going to or is consuming the service; who definitely is the consumer/customer.

The original study by Parasuraman et al., (1988) presented ten dimensions of service quality.

- Tangibles: the appearance of physical artefacts and staff members connected with the service (accommodation, equipment, staff uniforms, and so on).
- Reliability: the ability to deliver the promised service.
- Responsiveness: the readiness of staff members to help in a pleasant and effective way.
- Competence: the capability of staff members in executing the service.
- Courtesy: the respect, thoughtfulness, and politeness exhibited by staff members who are in contact with the customer.
- Credibility: the trustworthiness and honesty of the service provider.
- Security: the absence of doubt, economic risk, and physical danger.
- Access: the accessibility of the service provider.
- Communication: an understandable manner and use of language by the service provider.
- Understanding the customer: efforts by the service provider to know and understand the customer.

Kuo-YF, (2003) in his first SERVQUAL model that came had 22 pairs of Likert-type items, where one part measured perceived level of service provided by a particular organization and the other part measured expected level of service quality by respondent. Further investigation led to the finding

that, among these 10 dimensions, some were correlated. After refinement, these ten dimensions above were later reduced to five dimensions as below:

Tangibility: physical facilities, equipment, and appearance of personnel

Reliability: ability to perform the promised service dependably and accurately

Responsiveness: willingness to help customers and provide prompt Service

Assurance: knowledge and courtesy of employees and their ability to inspire trust and Confidence

Empathy: caring individualized attention the firm provides to its customers

The aggregated sum of difference between perceptions and expectations from the five dimensions forms the global perceive quality construct. (Laroche et al., 2004) Following this view, customers' expectations were met through the outcome dimension (reliability) and exceed it by means of the process dimension (tangibility, assurance, responsiveness, and empathy).

To confirm the validity of SERVQUAL model in the evaluation of service quality, Zeithaml et al (2006), stated that "service quality is a focused evaluation that reflects the customer's perception of reliability, assurance, responsiveness, empathy, and tangibles." They added that among these dimensions, "reliability" has been shown consistently to be the most important dimension in service quality.

Other researchers like Grönroos (1983) saw the need of additional components of service expectations that is functional and technical dimensions. (The idea was that, consumers make service evaluations based on the technical dimension that is what is delivered and on the functional dimension that is how, why, who, and when it is delivered.

2.1.6. Factors determining Service Quality

There may be several factors determining job satisfaction of employees which an organization may consider to take necessary steps to ascertain positive feelings among employees towards their jobs. Value system possessed by an individual and the culture supporting the value system in the organization can be called as an important and basic for job satisfaction (Kondalkar, 2007), Purcell *et al* (2003) believe that optional behavior which helps the firm to be successful is most likely to happen when employees are well motivated and feel committed to the organization and when the job gives them high levels of satisfaction.

2.1.6.1. The nature of the work

According to (Luthans, 2010), People find it satisfying to do the job they love. When people with right kind of abilities are posted at right job, there are high chances that they are satisfied and happy. For an instance, when a person is doing a job he dislikes, even a small hassle can be irritating and frustrate him. But if similar problem arise while doing a job he loves, he will take it as a challenge and would take it as an achievement to overcome the challenge.

According to (Robbins, 1998), the nature of an employee's work is best defined as the type of work that he does. This can refer to the basic daily tasks that he carries out as part of his job, and it can refer to other non-routine tasks that may be required by the job also. Added together, the characteristics of these tasks comprise the nature of an employee's work. The nature of this work may be summed up in the employee's title.

2.1.6.2. Pay

According to (Luthans, 2010) Payment is another factor that plays vital role in satisfying an employee. An employee who gets right amount of payment according to their job is motivated to continue working. But, when employees are paid inadequately they are dissatisfied with the job and can even discontinue working in a long run. Employees are satisfied when they feel that the rewards they receive from their job correspond to their skills and effort. It is not solely about the amount of money they receive. They are satisfied when they feel that they have been fairly treated and when the rewards they receive are equal to the ones that their colleagues who have the same skills and exert the same effort, receive. As Equity Theory suggests perceived equity payment seems to lead to greater job satisfaction and organizational commitment.

2.1.6.3. Benefits

According to (Doyle, 2016) Employee benefits are optional, non-wage compensation provided to employees in addition to their normal wages or salaries. An employee benefits package includes all the benefits provided by an employer. There are some types of employee benefits that are mandated by law, including minimum wage, overtime, leave under the Family Medical Leave Act, unemployment, and workers compensation and disability (Doyle, 2016).

2.1.6.4. Promotion

Employee Promotion is the advancement of an employee through appointing this employee to a position that guarantees a higher salary range than the one this employee is presently assigned to. Along with higher salary, the new position requires the employee to take more responsibilities and perform other more complex duties. Employee promotion often comes as a result of job posting procedures. In a typical organization, decision on promoting an employee is to be made by an immediate supervisor of that employee. Before making the right decision, the supervisor should be certain that the candidate to promotion has all necessary skills and knowledge to comply with requirements of the new position. All achievements the candidate has reached at the current position should be counted well. If the employee has obtained some training, the supervisor should regard this achievement as one more advantage for the candidate to be approved for job promotion (Armstrong, 2010).

2.1.6.5. Supervision

According to (Robbins, 1998) employees feel irritated when they are micro managed and feel detached when they do not receive feedbacks at all. Both the actual and perceived quality of the supervision at work also affects job satisfaction. A good boss should create space for open communication so that employees can share their opinion and problems (if any) with their superiors. Attachment with the company is really necessary for employees to feel satisfied with their job.

2.1.6.6. Work relation

Work relationships that affect employee retention include supervisory management support and coworker relations, A supervisor or manager builds positive relationships and aids retention by being fair and nondiscriminatory, allowing work flexibility and work-family balancing, giving feedback that recognizes employee efforts and performance, and supporting career planning and development (Robins ,1998).

2.1.6.7. Application of Job Satisfaction in the Workplace

According to Syptak, Mars land, and Ulmer, (1999), Job satisfaction is increasingly becoming important in the workplace. Employers now recognize that the "happier" their employees are, the better will be their attitudes towards the work, the higher their motivation and the better will be their performance. More over they want feel respect and trust, while working in a safe environment, with good pay and opportunities to advance

Job satisfaction in any field of work depends a lot on how conducive the work environment is. The work itself, the pay and the scope for promotion are only some of the factors which have an impact on job satisfaction.

2.1.6.8. Company Policies

In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions and applied Policies that are clear, fair and equally. Customer satisfaction is most essential part for any service providing organization but if your employees are not satisfy then you cannot satisfy your external customers (George, 1986).

2.1.6.9. Salary/Benefits

Understand your employee salaries and benefits are comparable to other organization salaries and benefits will help raise satisfaction. If a company wishes to produce a competitive product they must also offer competitive wages. In addition, this can help reduce turnover, as employees will often be more satisfied when paid competitive wages as opposed to being underpaid.

2.1.6.10. Social Relations

A firm can increase its productivity through the improvement of physical dimensions of work environment (internal climate) and may have a positive impact on firms' productivity (Buhai, Cottini, & Nielsen, 2008). Co-worker relationships may also benefit the organization as a whole; given that, teamwork is a very important aspect of organization productivity and success.

Moreover, having good communication and relationship among peers are allowed to develop work relationships they care more about pulling their own interest and respect each other.

2.1.6.11. Working Conditions

According to (Spector, 1997) observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. According to him, working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm. He further elaborated that once employees realize that the firm

considers them important, they will have high level of commitment and a sense of ownership for their organization.

2.1.6.12. Achievement

Every people work with a motive; the motive to achieve something. Whether the achievement is intrinsic or extrinsic, it plays a vital role as in satisfying people. If a person continuously puts in efforts but does not get any achievement, he is de motivated to work and is dissatisfied with the job (Luthans, 2010).

2.1.6.13. Recognition

A meaningful, thoughtful employee appreciation program is about valuing employees' efforts and having respect for who they are and what they do (Hart, 2011). According to Long and Shields, (2010), recognition can be categorized into formal or informal, cash or noncash, and individual or collective. Positive and constructive feedback boosts an employee's morale and keeps them working in the right direction.

2.1.6.14. Autonomy

People feel satisfied with the job when they and their opinion and works are valued by the company. When company gives them right to take nominal decisions, employees can make better output, rather than while they work under control.

2.1.6.15. Advancement

Allowing employees, who move upward or laterally have an obligation to their employers to prove they are worthy of the promotion or demonstrate their skills with another employer. A new title and sense of responsibility can often increase job satisfaction in an employee.

2.1.6.16. Job Security

Job security provides workers with a much-needed sense of structure. People want to know their job is available for as long as they wish to hold it. When job security decreases, satisfaction and performance levels also take a hit (Harris, 2013). Giving an employee the assurance that their job is secure will most likely increase job satisfaction.

2.2. Empirical Review

In Poland (Kirstein, 2010) conducted a study in titled as “The role of motivation in human resource management Importance of motivation factors among future business persons” for the partial fulfillment of M.Sc. in Strategy, Organization and Leadership. The purpose of the study was to find out which motivation factors are considered as the most important by students. The researcher intended to analyze findings in the based on the existing motivation theories. The researcher used questionnaire as data collecting instrument. The study used 152 samples respondents from Aarhus School of Business, and 148 participants from Management and Marketing Department at University of Gdansk (UG).The study find out that Interesting work and Good wages were the most important factors for all students. Based on the finding, future business persons are motivated by factors from many different categories. Therefore, the study suggested that knowing of the factors are the most important to attract, motivate and retain future business person.

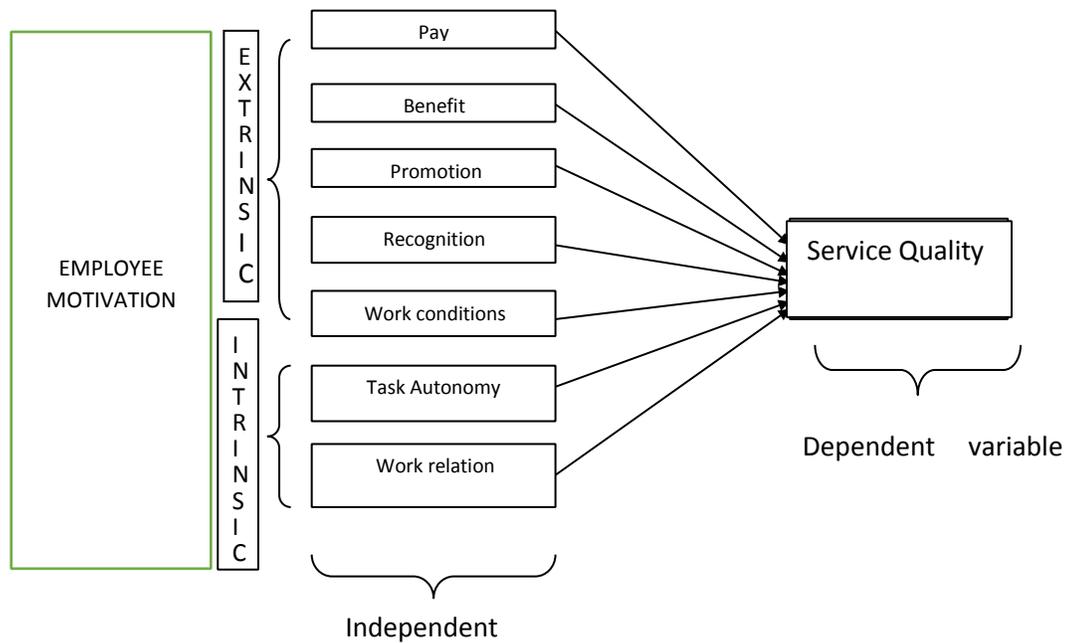
In Ethiopia (Sileshi2016), conducted a study on " The effect of employee motivation on workers performance: a survey study on Ethio-Telecom". He studied the relation between Motivational Incentives and Employees Performance in the Ethio-Telecom Enterprise. As a research design he used both quantitative and qualitative research methods. Regarding sampling stratified random and purposive sampling techniques were used. For data collection he used questionnaire and interview. He found out that, there is a positive relationship between incentives and employee motivation towards achieving better performance, on the other hand, the motivational level and the employees’ perception on some types of motivational incentives is different. And also In Ethiopia (Mulatu, 2014), investigated a study on “ Determinant factors affecting employees performance in Ethio Telecom Zonal Offices: the case of Addis Ababa Zonal Offices" The objective of the paper was to explain the determinants of employees’ performance in Ethio telecom within Addis Ababa city by examining the determinant factors of motivation, ability and some bio data variables in Ethio telecom six Zonal offices. The quantitative research approach used. He found out that in Ethio telecom, ability has no significant effect on employees’ performance. However, motivation positively determines performance until some stage of experience. He recommended, more in training and development program in order to nourish employees work attitude and behavior.

In the job environment, employee has different role demands that are connected with employee’s responsibilities for completion of task. The conflict exists when changeable demands created for the same worker in organization, job expectations are unclear. Today in business organizations,

employees are pressurized to do performance with higher level of productivity which pressurizes other workforce to adopt same performance level. When these demands come between employees and organizations would lead to stress and disengagement of employees. Stress effect negatively on performance of employees. The organizations should realize that stress have serious consequences for organization and individual performance. Employee would be suffering with depression, disengagement, fierce attitude etc. absenteeism become increase when stress level rise up and sometimes being dismissed. Thus, employee turnover ratio becomes raise which is very costly and can delay operation of business. Even sometimes, workers lose their motivation and job satisfaction that make complication for them to continue participation with organizations and team. Thus the clear evidence shows for employee engagement with their jobs, stress level should be decrease. It doesn't mean stress level should be totally eliminated, sometimes little stress require for achievement of task performance (Rosa, 2011). Stress level now a days that faced by employees during working hours in different sectors especially banking organizations is against the productivity of employees and employers. After considering theories that bear on the impact of extrinsic rewards on intrinsic motivation and discussing a specific study by two authors to demonstrate that extrinsic rewards can actually increase intrinsic motivation, (Gerald E. Ledford Jr., Barry Gerhart, MeiyuFang, 2013).

2.3. Conceptual Framework

The conceptual framework have independent variables and a dependent variable. Independent variables was the variable which affects dependent variable to change and the researcher will have Control over it. Thus, in this study, the independent variables are intrinsic and extrinsic motivation and dependent variable is Service Quality. The diagram is shown as below.



Source: own Design (March, 2018)

Figure 1: Relationship between employee Motivation and Service quality

CHAPTER THREE

3.1. RESEARCH DESIGN AND METHODOLOGY

The purpose of this chapter was to present the research design and methodology which was adopted and the choice of the appropriate research method for the thesis. The chapter is arranged into different sub sections, starting from description of the study area, research approach and design, Population, Sample Size and Sampling techniques, data sources and types, data collection procedures, and method of data analysis. Additionally Ethical consideration, and Reliability and Validity of Instrument was presented.

3.2. Description of the Study Area

The study's setting was Fitcha Hospital, and Fitcha is the capital town of the North Shoa Zone, Oromia, which is located to Northern Ethiopia at about 112 Km from Addis Ababa.

Fitcha Hospital is the only zonal hospital in North shoa zone which was established in January 1998 and currently serves population estimated to be 1.5 million with high patient flow and referral burden. The hospital receives referral cases from 42 health centers and one district Hospital. The hospital has started improving the quality health service since 2008 by incorporated business process re-engineering (Fitcha Hospital, 2018).

3.3. Research Approach

According to (Creswell 2009), there are three approaches available for researchers to design their research methodology. These are Quantitative, Qualitative, and Mixed methods research approaches. In order to analyze the data Quantitative approach was used. This is because to generate the advantage of single approaches in order to address objectives of the study.

Therefore, the use of quantitative approached can handle almost all the required data and it is possible to apply of data collection from the quantitative styles. Thus, in this study, quantitative data which was collected by using close ended questionnaires.

3.4. Research Design

Kothari (2004), defines research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in the perspective. In addition, according to (Saunders, 2009), it is a general plan of how the researcher is gone about answering his/her research question(s).

However, for the purpose of this study, the explanatory research design was employed. According to (Saunders, 2009), explanatory researches establish the relationships between variables. Therefore, the emphasis here is on studying a situation or a problem in order to explain the relationships between dependent and independent variables. Thus, in order to collect data using quantitative method was appropriate.

3.5. Population, Sample Size and Sampling Techniques

3.5.1. Population of the Study

According to (Saunders, 2009), population is a full set of cases from which a sample is taken. It is any complete group under investigation that shares some common set of characteristics (Zikmund, 2009). Thus, the target population for the study was all management and permanent employees of FH. There are totals of 252 which consists of 6 management members includes, CEO, Medical Director, Health service process team leader, Budget and Finance team leader, human resource and development team leader, and Auditor. And all employees of the Hospital consists of 136 technical staffs working in health departments, and 110 non-technical or supportive staff working in administrative sections was population of the study.

Table 1: Target Population

Population category	Total Population	Percentage
Technical staffs	136	53.97
Supportive staffs	116	46.03
Total	252	100

Source: Fitch Hospital, Human Resource office (March, 2018)

3.5.2. Sample Size

Size of the sample refers to the number of items was being selected from the universe to constitute a sample (Kothari, 2004). The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfills the requirements of efficiency, representativeness, reliability and flexibility. Thus, the study is draw sample from all permanent employees of the Hospital, the sample and the formula below used to calculate sample size, according to (Kothari, 2004).

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 (N - 1) + z^2 \cdot p \cdot q}$$

Where n= sample size

N: Population

Z α /2: normal reduced variable at 0.05 level of significance z is 1.96

P: population reliability (or frequency estimated for a sample of size n), where p is 0.5 q = 1-p

e: margin of error considered is 5 % for this study. Thus,

$$n = \frac{(1.96)^2 * 0.5 * 0.5 * 252}{(0.05)^2(255-1) + (1.96)^2 * 0.5 * 0.5}$$

$$n = \frac{242.0208}{1.5954}$$

$$n = 152$$

$$n = 152$$

$$n = 152$$

Therefore, the sample size was 152.

3.5.3. Sampling Techniques

Basically, there are two types of sampling techniques viz., probability and non-probability sampling. Probability sampling is often associated with survey and experimental research designs, and the chance, or probability, of each case being selected from the population is known and is usually equal for all cases. This means that it is possible to answer research questions and to achieve objectives that require the researcher to estimate statistically the characteristics of the population from the sample (Saunders, et.al, 2009). On the contrary, non-probability sampling is that sampling procedure which does not afford any basis for estimating the probability that each item in the population has of being included in the sample (Kothari, 2004). In this type of sampling, items for the sample are selected deliberately by the researcher; his choice concerning the items remains supreme. In other words, under non-probability sampling the organizers of the inquiry purposively choose the particular units of the universe for constituting a sample. Probability samples were those based on simple random sampling, systematic sampling, stratified sampling, cluster/area sampling whereas non-probability samples are those based on convenience sampling, Purposive sampling (such as quota sampling, and judgment sampling) techniques. Consequently, the sampling technique in this study was first; by identifying each of two staffs within the target population as a stratum and then both samples was divided for each stratum through adopting proportional and then simple random sampling method used. This technique was done allocation as shown in Table below.

Table 2:-Sampling Frame

Stratum of Employees	Population	Population proportion	Sample Size	Percentage
Technical staffs	136	0.54	82	53.95
Non-technical staffs	116	0.46	70	46.05
Total	252	1	152	100

Source: Researchers' own, March, 2018

Kothari's Formula;

$$n_i = n \cdot P_i$$

Where

$$n_i = \text{stratum sample}$$

$$n = \text{strata sample}$$

P_i = population proportion

Generally, participants of the study was 152, consists of 82 technical staffs, and 70 supportive staffs.

3.6.Data Sources and Types

A source of data for this study was primary sources.

2.6.1 Primary Data

Primary data is the data which is collected afresh and for the first time and thus happen to be original in character (Kothari, 2004). He also suggests particularly in surveys and descriptive researches, Primary data was collected in questionnaires of 152. However, the study was used close ended questionnaires, which is the most appropriate to the research questions and objectives, because it can provide an efficient way of collecting responses from a large population of prior to quantitative analysis.

2.7 Data Collection Procedures

To get the general picture of the issue under study, close-ended questionnaire was prepared and distributed to all 152 employees of FH who work on different positions under two strata viz. technical staffs and non-technical or supportive staff's. According to Zikmund et.al (2009), the central premise of using close-ended questionnaire is it should be statistically analyzed and easier and quicker for respondents to answer.

2.8Data Collection Procedures

To get the general picture of the issue under study, the researcher was used a questionnaire. According to (Saunders *et al.*, 2009) Questionnaire refers to all techniques of data collection in which each participant is asked to respond to the same set of questions in a predetermined order. Accordingly, a close-ended questionnaire was provided and distributed to the participants of the study which consists of 152 permanent employees of FH who are working on different positions under two strata viz. technical staffs or health professional and non-technical or supportive staff's. The central premise of using close-ended questionnaire is it was statistically analyzed and easier and quicker for respondents to answer (Zikmund, et al., 2009). Another reason of using close ended questionnaire is as the researcher partially observed when he was doing the preliminary study

concerning this subject matter, specially the technical staffs are always busy and do not have time to respond time consuming questionnaires like open ended and others.

In addition, each participant was completed a questionnaire that include three sections. The first section was involve background information. The second section consists of 23 items pertaining to the Hospital intrinsic and extrinsic motivation process, and finally the third section contains 22 items concerning the service quality dimensions. For the questionnaire to be easily understandable by respondents in need, and for those they can't more understand I am interview and fill the questioners. Moreover, the whole process were dealt by the researcher, thus reducing the chances of information leakage and ensures frame with increased trust between researcher and respondents were taken part in the survey.

2.9 Instruments of the Study

In order to measure the implementation of employee motivation, a questionnaire consisting of 23 items was adopted with some adjustments from research conducted by (Berhan, 2007).

On the other hand, service quality was measured through adopting the standard questionnaire of (Parasuraman, V.A.Zeithaml and Berry, 1988) which consist of 22 items measuring 5 dimensions of service quality namely, Tangibles, Reliable, Assurance, Empathy, and Responsiveness. Furthermore, all responses were rated on a five point Linker scale type — 1 strongly agree, 2 agree, 3 strongly disagree 4 Disagree and 5 Neutral.

2.10 Pre - Testing of Tools

A Pre-Test was performed before the final data collection to determine the validity of the questionnaire. According to (Kothari 2004), in order to check the usability of data gathered from respondents, all data collecting instruments should be pretested. Hence, for the purpose of this study the instruments of the study were pretested by taking 30 employees of the hospital. After receiving feedback from respondents, some adjustments were taken on the content and structure of the instrument as to increase understanding, readability and simplicity to answer.

2.11 Method of Data Analysis

The data was analyzed using procedures within Statistical Package for Social Sciences (SPSS) version 20. In order to analyze the statistical data that was obtained through questioner, the study employed both descriptive statistics and inferential statistics. While using descriptive statistics such as, frequency and percentage, the demographic background of respondents were analyzed and presented , measure of central tendency (mean), measure of dispersion (standard deviation), were used on assess the existing practice of employee motivation and service quality in the Hospital.

On the other hand, in order to examine the relationship and influence between the independent variable and dependent variable involved in the study, to identify the significant between them the researcher was used inferential statistics such as, correlation (to test the strength of relationship between the(intrinsic and extrinsic motivation and service quality Dimension), multiple regression analysis (to examine whether the process of employee motivation(intrinsic and extrinsic motivation) has significant influence on service quality dimensions or not.

2.12 Ethical Consideration

The general ethical issues raised at each stage of a research process were based on AAU senate legislation Article 129.2 /2013. According to the article, any academic research shall consistent with accepted research standards, code of professional ethics, and norms and policy of the University and provided such undertakings are assumed pursuant to the existing laws and policies of the University.

Accordingly, prior to conducting the study permission was obtained from the Hospital. Thus, the researcher was available at FH for the participants in order to inform for the whole process such as, explaining the objective of the study and assuring about the privacy and anonymity of the process. The purpose of the study, cooperation from respondents, ethical issues were also explained as introduction part on the questionnaire. Covering letter was attached to the questionnaire ensuring participants anonymity and confidentiality that information obtained from them will not be disclosed to the third party. Hence, the respondent's rights to privacy, to be fully informed consent, discretion, secrecy, was addressed individually. Name and other identifying information were not used in the study (Kothari, 2004).

2.13 Reliability and Validity of Instrument

Primarily, in order to ensure its effectiveness, the instrument/tool had been reviewed by the supervisor of the study. Then, before starting the analysis, data obtained from respondents were tested or checked.

2.13.1 Reliability of Instrument

Accordingly, overall Cronbach's alpha result of reliability of the instrument (questionnaire) used in this study was obtained 0.952 with the help of SPSS program as shown in Table: 3 The scores of alpha for intrinsic motivation was 0.828 and extrinsic motivation and service quality are 0.861 and 0.950 respectively. Therefore, since the alpha of the questionnaire is higher than 0.80, the result signifies that the instruments (questionnaire) used in this study were considered as reliable and can be used for further statistical analysis.

Table :3 Reliability test for both intrinsic and extrinsic motivation and Service Quality

Variables	Cronbach's Alpha	N of Items
Intrinsic Motivation	0.828	10
Extrinsic Motivation	0.861	13
Service quality	0.950	22
Both Employee motivation(intrinsic and Extrinsic) and service Quality	0.952	45

Source: Survey result, SPSS output, 2018

CHAPTER FOUR

4.1. RESULT AND DISCUSSION

Introduction

This chapter deals with data presentation, analysis and discussion of findings obtained from the survey questionnaire. The participants of the study were from the two categories of Fitche Hospital (technical staffs, and non-technical staffs). The data obtained from respondents were analyzed with the help of Statistical Package for Social Science (SPSS version 20).

4.2. Response Rate

The essence of determining the response rate is to enquire whether it is sufficient enough to generalize the results to the target population (Mungai, 2015). Generally, 152 questionnaires were distributed to sample respondents of the two categories of the Hospital which consists of technical staffs (82) and non-technical staffs (70). Response rates are calculated by dividing the number of usable responses returned by the total number of eligible in the sample. Mitchell, 2007, suggests that the survey response rate should be calculated as the number of returned questionnaires divided by the total sample that were sent the survey initially.

Therefore, out of the distributed questionnaires, in all 146 questionnaires from (technical staffs 80, and non-technical staffs 66) were returned. The deficiency was 6 (3.95percent) due to the questionnaires were not returned. Thus, as shown in Table, 4.1 the researcher attained a total response rate of 96.05% which is believed to be enough for such kind of study.

This high response was achieved because the survey was personally administered.

Table 3: Respondents Response Rate

Category	Sample Size	Expected Response	Actual Response	Total Deficiency	Percentage
Technical Staffs	82	82	80	2	52.63
Non – technical Staffs	70	70	66	6	43.42
Total Deficiency percentage				6	3.95
Total	152	152	146		100

Source: Survey result, SPSS output, 2018

4.3. Demographic description

To obtain descriptive statistics we will use frequencies about respondent's age, gender, education, work experience, categories status is given.

4.3.1. Gender of Respondents

Table 4: Frequency Distribution Table of respondent's gender

Gender	Frequency	Percent
Male	80	54.8
Female	66	45.2
Total	146	100.0

Source: Survey result, SPSS output, 2018

The output Table: 5 presented below shows the frequency distribution for respondent's gender. There were 80 males (54.8 per cent) and 66 females (45.2 percent) in the sample giving a total of 146 respondents. It was also seen that the number of males were more as compared to female. As the result indicates more male participation than female therefore, management should work more on male employee motivation and Service Quality. But as the number of female is also increasing therefore their importance in Health sectors should not be ignored.

4.3.2. Age of Respondents

From the output Table:6 shown below we come to know that 25 respondents (17.1 per cent) were between 21 and 25 of age, 57 respondents (39 per cent) were between 26 and 30, and 34 respondents (23.3 per cent) were 31 and 35 and 30 respondents (20.5 person) above 35, giving a total of 146 respondents. The result implies that most of the respondents are young which has an implication to Hospital management should consolidate this age group to increase motivation as well as service Quality level; because they are productive and active generation.

Table5: Frequency Distribution Table of Age

Age	Frequency	Percent
21-25	25	17.1
26-30	57	39.0
31-35	34	23.3
above35	30	20.5
Total	146	100.0

Source: Survey result, SPSS output, 2018

4.3.3. Education level of Respondents

The following frequency figure-2 which was put on appendix-2 for qualification of respondents indicates that there were 6 employees (4.1 percent) holding secondary school, 10 employees (6.8 percent) holding technical and vocational, 42 employees (28.8 percent) holding Diploma, 77 employees (52.7 percent) holding first degree, 1 employee (.7 percent) holding Masters, 10 employees (6.8 percent) holding Medical Doctor holders. Therefore, the finding has indicated that hospital has lack of high skill man powers and the majority of the workers were degree 52.7 percent and diploma 28.8 percent holders respectively. As data of workers indicates, most of respondents are Degree and Diploma holders therefore the Hospital management should encourage these employees for better delivering service quality through motivating them by giving education and others motivations means.

4.3.4. Work experience of Respondents

Figure 2: Frequency Distribution figure of work experience



Source: Survey result, SPSS output, 2018

From the output Figure: 2 shown below we come to know that 23 respondents (15.8 per cent) were below 2 years of work experience, 32 respondents (21.9 percent) were between 2 and 4 years, 57 respondents (39.0 percent) were Between 5 and 10 years of work experience, 34 respondents (23.3 per cent) were above 10 years of work experience. The finding indicated that the majority of the workers work experience laid on 5-10 years old. Therefore, from this majority of the work experience were between two and four this indicate that most of the Fiche Hospital workers are not stay for a long time due to some factors like motivation and others factors.

4.3.5. Current position of Respondents

Current position	Frequency	Percent	Valid Percent	Cumulative Percent
CEO	1	.7	.7	.7
Medical director	1	.7	.7	1.4
technical staff	78	53.4	53.4	54.8
non-technical staff	66	45.2	45.2	100.0
Total	146	100.0	100.0	

Source: Survey result, SPSS output, 2018

Table 6 : Frequency Distribution Table of current position

From the output Table:7 shown below we come to know that 1respondents (.7per cent) was CEO, 1 respondent(.7 percent) was Medical director of the hospital, 78 respondents(53.4 percent) were Technical staff, 66 respondents(45.2 percent) were non-Technical staff of Fiche Hospital.

4.3.6. Current salary of Respondents

Table 7: Frequency Distribution Table of current salary

Current salary	Frequency	Percent
below 3000 birr	35	24.0
3000-5000 birr	69	47.3
5001-7000 birr	21	14.4
7001-9000 birr	18	12.3
9001-11000 birr	2	1.4
above 11001 birr	1	.7
Total	146	100.0

Source: Survey result, SPSS output, 2018

From the output Table:8 shown below the results indicate that the lowest number of workers (0.7 per cent) paid above 11,000 birr, while the majority of the workers 81.3 percent were paid less than 5000 birr. This implies that there is lower payment for worker in the hospital. Therefore, lower payment is one of dissatisfaction for employees and this also affect service quality of the Hospital. Therefore, it is better if hospital management give more attention and adjust the salary of employee.

4.3.7. Intrinsic and Extrinsic Motivation in Fitch Hospital

Table 8: Descriptive statistics of intrinsic motivation

Items	Mean	Std. Deviation
I am satisfied with the type of work I perform since it provides me with opportunity for achievement and challenging work.	1.86	.827
I have done my job with strong feeling of responsibility since, I am positively influencing other people's lives.	1.65	.852
The job provides me with strong feeling of responsibility since I am contributing to the society.	1.77	.779
The type of work I perform provides me with opportunity for personal growth and development.	2.08	1.038
I will not be terminated without good cause in this hospital	2.23	1.081
I have a chance to work alone on the job.	2.24	1.039
There is a sense of responsibility in my work.	1.75	.877
I am allowed to decide on the methods to perform my work.	2.05	.945
I am completely independent when I perform my work.	2.00	.894
I have part in decision making process.	2.23	.877
intrinsic motivation	1.83	.691

Source: Survey result, SPSS output, 2018

N = 146

As illustrated on the above Table: 9 the mean score and standard deviation of respondents for each scales of intrinsic motivation ranges between the lowest $M = 1.65$ with $SD = 0.852$ and the highest $M = 2.24$ with $SD = 1.039$ which are below moderate. The average mean score for intrinsic motivation was $M = 1.83$ with $SD = 0.691$ which also implies lower average. This means that respondents were disagree with the statements explained under intrinsic motivation. Therefore, this result indicates that level of intrinsic motivation in Fitch Hospital lower.

Table 9: Descriptive statistics of extrinsic motivation

Items	Mean	Std. Deviation
I am satisfied with promotion and the salary in this hospital	2.77	1.009
I am satisfied with the fringe benefits like medical expense, education fee coverage, outside training... etc.	3.01	.968
I am satisfied with the job security in this hospital	2.66	1.059
The management of the hospital cares for employee's welfare.	2.79	.970
There is opportunity for in-house training (institutional training).	2.82	1.017
I am satisfied with relationship with coworkers in the work place.	2.01	.847
I have good communication with my coworkers and free to be with my colleagues.	1.81	.833
When I have questions or concerns my supervisor is able to address them and my working hours are reasonable.	2.21	.989
I am given a written appreciation letter for my good work.	2.59	1.022
I usually acquire acknowledgement for the work done by me.	2.43	.982
I am ready to accept constructive criticism regarding my work.	1.91	.838
I am praised regularly for my good work.	2.25	.929
I receive feedback on making progress.	2.23	.925
Extrinsic motivation	2.37	.855

Source: Survey result, SPSS output, 2018**N = 146**

As illustrated on the above Table: 10 the mean score and standard deviation of respondents for each scales of intrinsic motivation ranges between the lowest $M = 1.81$ with $SD = .833$ and the highest $M = 3.01$ with $SD = 0.96$ which are below moderate. The average mean score for Extrinsic motivation was $M = 2.37$ with $SD = 0.855$ which also implies lower average. This means that respondents were disagree with the statements explained under extrinsic motivation. Therefore, this result indicates that level of extrinsic motivation in Fiche Hospital lower.

Table 10: Descriptive statistics of Service quality

Items	Mean	Std. Deviation
The Hospital has modern looking equipment.	2.42	1.002
The physical facilities at the hospital will be visually appealing.	2.38	.969
Materials associated with the service (pamphlets or statements) are visually appealing.	2.59	.987
When hospital promise to do something by a certain time it does so.	2.84	.994
The hospital shows a sincere interest in solving patients' problems.	2.60	1.067
The hospital gets things right the first time.	2.61	1.013
The hospital provides it service at the time they promise to do so.	2.55	.971
The hospitals insist on error- free records.	2.76	.949
The patients feel safe in the health service delivered by the hospital.	2.32	.923
The hospital gives you individual attention.	2.60	.922
The hospital has operating hours convenient to all its patients (Customers').	2.31	.914
The hospital has personnel who give personal attention to every patient.	2.38	.926
The hospital has the patients' best interest at heart.	2.46	.948
The personnel of the hospital will understand the patients (customers') specific needs/problems.	2.29	.787
Personnel in the hospital are neat in appearance.	2.40	.936
The personnel in the hospital tell to patients exactly when service will be performed.	2.18	.752
Personnel in the hospital give prompt service to the patients.	2.25	.877
Personnel in the hospital are consistently courteous with patients.	2.39	.905
Personnel in the hospital are never be too busy to respond to patients (customers') requests.	2.39	.882
The behaviors of personnel in the hospital instil confidence in patients (customers').	2.25	.843
Personnel in the hospital have the knowledge to answer patients (customers') questions.	2.27	.808
Personnel in the hospital always willing to help the patients (customers').	2.10	.773
service Quality	2.33	.810

Source: Survey result, SPSS output, 2018**N = 146**

As illustrated on the above Table: 11 the mean score and standard deviation of respondents for each scales of intrinsic motivation ranges between the lowest $M = 2.10$ with $SD = .773$ and the highest $M = 2.84$ with $SD = 0.994$ which are below moderate. The average mean score for service quality motivation was $M = 2.33$ with $SD = 0.810$ which also implies lower average. This means that respondents were disagree with the statements explained under service quality. Therefore, this result indicates that level of service quality in Fiche Hospital lower.

Table 11: Descriptive statistics of Overall Motivation and total Service quality

Descriptive Statistics		
	Mean	Std. Deviation
Overall Motivation	2.0993	.62524
service Quality	2.33	.810

Source: Survey result, SPSS output, 2018 N=146

As illustrated on the above Table: 12 the mean score and standard deviation of respondents total scale of employee motivation (intrinsic and Extrinsic) ranges between M = 2.33with SD = .810 which implies lower average. This means that respondents were disagree with the statements explained under employee motivation. Therefore, the level of both employee motivation and service quality is lower.

4.3.8. Inferential Analysis of Variables

Table 12: Correlation between IM, EM and SQ

Correlations		intrinsic motivation	Extrinsic motivation	service Quality
intrinsic motivation	Pearson Correlation	1	.301**	.195*
	Sig. (2-tailed)		.000	.018
	N	146	146	146
Extrinsic motivation	Pearson Correlation	.301**	1	.683**
	Sig. (2-tailed)	.000		.000
	N	146	146	146
service Quality	Pearson Correlation	.195*	.683**	1
	Sig. (2-tailed)	.018	.000	
	N	146	146	146

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

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

Source: Survey result, SPSS output, 2018

As illustrated on the above Table: 12 The relationship between service quality and intrinsic motivation was investigating using Pearson product-moment correlation coefficient. There was a strong, positive correlation between service quality and intrinsic motivation [$r = .195, n=146, p<.05$]. This implies that, intrinsic motivation has its own role in order to deliver qualified service for target customer.

The relationship between service quality and extrinsic motivation was investigating using Pearson product-moment correlation coefficient. There was a strong, positive correlation between service quality and extrinsic motivation [$r = .683, n=146, p<.001$]. This implies that, Extrinsic motivation have its own role in order to deliver qualified service for target customer.

Table 13: Relationship between overall employee motivation and service quality

		Correlations	
		service Quality	Overall Motivation
service Quality	Pearson Correlation	1	.574**
	Sig. (2-tailed)		.000
	N	146	
Overall Motivation	Pearson Correlation		
	Sig. (2-tailed)		
	N		

** . Correlation is significant at the 0.01 level (2-tailed). Source, April, 2018

Table: 13 shows a correlation coefficients for the independent and dependent variables. The result shows that there is strong positive and significant relationship between overall employee motivation and Service Quality with correlation coefficient of $r = .574$ which is also significant at $p<0.00$ (at 99% confidence level). This means that as the effectiveness of employee motivation increases, it has an association with the increase of service quality. This indicates that the current practice of employee motivation in Fitch Hospital is positively and significantly correlates to service quality.

4.3.9. Regression Analysis

Regression analysis is a way of predicting an outcome variable from one predictor variable (simple regression) or several predictor variables (multiple regressions). However, in order to determine the influence of components independent variable on dependent variable and its dimension this study employed multiple regression analysis.

4.4. Multiple Regression Analysis

Multiple regression analysis is used to explore the relationship between one dependent variable and a number of independent variables or predictors (Pallant, 2005). Multiple regression also tells that how much of the variance in dependent variable can be explained by independent variables. It also determines the statistical significance of the results, both in terms of model and the individual independent variables. One of the purpose of our study is to find the impact of intrinsic and extrinsic motivation on SQ. We are using multiple regression because we want to find the impact of two independent variables (IM & EM) on one dependent variable (EE). Multiple regression allows us to use our independent variables as a predictor for dependent variable therefore it is appropriate for this kind of study. The regression model of the study is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \dots + \mathbf{t} \dots \dots \dots (1)$$

Where

Y = dependent variable

α = Constant

X = dependant variable

β = regression coefficient.

\mathbf{t} = residual factors

$$Y \quad SQ = \alpha + \beta_1 IM + \beta_2 EM \dots \dots \dots + \mathbf{t} \dots \dots \dots (2)$$

Where

Y=Service quality (dependent variable)

IM = Intrinsic Motivation (independent variable)

EM = Extrinsic Motivation (independent variable).

B= Regression Coefficient

\mathbf{t} = residual factors

The strength of relationship between one dependent variable and one or more independent variables is determined by coefficient of determination r^2 (also called regression coefficient).

The regression coefficient varies between -1 and +1. -1 represents complete negative relationship while +1 represents perfect relationship (Saunders et al., 2012).

Table 14: Multiple Regression Model Summary

Mod	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683 ^a	.466	.459	.596

a. Predictors: (Constant), Extrinsic motivation, intrinsic motivation

Source: Survey Result, SPSS output, 2018

Description:

The value of r square (regression coefficient) is $.459 \times 100 = 45.9$ percent) indicating that how much of the variance in the dependent variable (SQ) is explained by the model (which includes IM and EM). This also means that our model (which includes IM and EM) explains 45.9 percent of the variance in SQ or in other words IM and EM explains 45.9 percent variation in Service Quality.

Table 15: Multiple Regression ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.346	2	22.173	62.425	.000 ^b
	Residual	50.793	143	.355		
	Total	95.139	145			

a. Dependent Variable: service Quality

b. b. Predictors: (Constant), Extrinsic motivation, intrinsic motivation

Source: Survey Result, SPSS output, 2018

Description:

The value of $p=0.000$ which means less than that of $\alpha = 0.005$. Therefore at least one of independent variable have a relationship with the dependent variable.

Table 16: Multiple Regression Coefficients

Model		Unstandardized Coefficients		Standardized	Sig.
		B	Std. Error	Coefficients	
1	(Constant)	.817	.174		.000
	intrinsic motivation	-.013	.075	-.011	.859
	Extrinsic motivation	.650	.061	.686	.000

a. Dependent Variable: service Quality

Source: Survey Result, SPSS output, 2018

Description:

In order to find the contributions of each independent variable to dependent variable included in the model we have to notice the value of standardized coefficient (Beta). The greater value of beta and less value of significance level ($p < .05$) of each independent variable show the strongest contribution to dependent variable (Pallant, 2005). The largest beta coefficient for EM is .686 at significance level 0.000 ($p < .05$), meaning that extrinsic motivation (independent variable) makes the strongest unique contribution to explaining service Quality (dependent variable) as compared to intrinsic motivation.

The table shows that p- value intrinsic motivation ($p=0.859$), p-value of extrinsic motivation ($p=0.000$). In this analysis the intrinsic motivation no have a relation with the dependent variable because of p- is greater that α value. But the extrinsic motivation is significant at p- 0.000 which is less than $\alpha = 0.05$.

The positive and negative sign in front of unstandardized Coefficients (B) value shows the direction of the relationship between variables. The value of unstandardized Coefficients (B) is positive in both cases, showing positive relationship between IM and EE, and EM and EE. This positive relationship mean that increase in IM or EM will also increase EE or in other words if IM and EM is provided to employees they will feel engaged in their work.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \dots + \epsilon \quad (1)$$

Where

Y = dependent variable

α = Constant

X = dependent variable

β = regression coefficient.

ϵ = residual factors

$$SQ = \alpha + \beta_1 IM + \beta_2 EM + \epsilon \quad (2)$$

Where

Y=Service quality (dependent variable)

IM = Intrinsic Motivation (independent variable)

EM = Extrinsic Motivation (independent variable).

B= Regression Coefficient

ϵ = residual factors

$$\text{Service Quality} = 0.817C - 0.013IM + 0.650EM$$

Table 17: Model summary Relationship between overall employee motivation and total service quality

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574 ^a	.330	.325	.665

a. Predictors: (Constant), Overall Motivation

Description

The R Square indicate that the percent of variable independent variables explained collectively by all of the independent Variables. Therefore, employee motivation explained 33 percent of the service quality of Fiche Hospital and the adjusted R square indicate the goodness of fits of model which is 32.5 percent and it is fair.

Table 18: Model coefficients Relationship between overall employee motivation and total service quality

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.770	.194		.000
	Overall Motivation	.744	.088	.574	.000

. Dependent Variable: service Quality

Description:

The largest beta coefficient for employee motivation is .574 at significance level 0.000 ($p < .05$), meaning that the beta value of independent variable of intrinsic is statistically insignificant. Therefore, this independent variable is not statistically significant. For that matter intrinsic motivation study area of the respondents are not considered as powerful independent variable.

The contribution level of independent variables (Extrinsic Motivation) makes the strongest unique contribution to explaining service quality.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATIONS

This chapter provides the summary of major findings, conclusions and forwarded recommendations based on the result of the present study. Furthermore, it also includes limitations and directions for further studies on the subject matter.

5.1. Summary of Major Findings

This study was aimed at assess the relation between employee motivation (intrinsic and extrinsic) on service quality in Fitch Hospital. Specifically the study was intended to assess whether employee motivation have a relationship with service quality.

- Out of 152 questionnaires distributed to sample respondents, in all 146 were returned. Based on the demographic profiles of the respondents, the higher share was taken by male employees' (54.8%) and females were (45.2%). In terms of age, while the majority (39%) of respondents belongs to 26-30 and only (20.5%) were above 35 years. In relation to their education while (81.4 %) of respondents had first degree and above, the remaining (18.6%) had technical and vocational certificate, and college Diploma. Finally, the analyzed data shows majority of (74.4%) of respondents were working above three years in the Hospital and the remaining (25.6%) were between one to three years.
- The data gathered from respondents were analyzed using both descriptive and inferential statistics. Accordingly, to assess the extent to which employee motivation (intrinsic and extrinsic) is implemented and service quality, the data obtained through close ended questionnaires. To see the coefficient of each independent variables the regression analysis were undertaken. As clearly described in Table the independent variables have explained the dependent variable by 46.6%, the left 53.4% have explained by other variables that are out of the study variables. Those variables are intrinsic and extrinsic.
- With the Analysis of Variance (ANOVA) F-test was conducted to test the overall significance of the model. The p-value of 0.000 is less than level of significance, $\alpha=0.05$, Therefore, it could be concluded that at least one proposed independent variable has relationship with the service quality. Under the Regression results one of independent variable have a positive and significant effect on the dependent variable.

5.2. Conclusion

In order to maximize the profitability of an organization and also so as insure that there is a customer satisfaction organizations advised to have motivated employees. In scientific management views keeping the morale of employees in an organization have its own role so as to retain our customers.

The following sections discussed about the final conclusion remarks of the study and applicable recommendations.

The level of employee motivation (intrinsic and extrinsic) and service quality of Fiche Hospital is very low. The correlation result shows there is strong positive relationship between employee motivation (intrinsic & extrinsic) and Service Quality. Both intrinsic and extrinsic motivation has some impact on service Quality. This means that as the effectiveness of employee motivation increases, it has an association with the increase of service quality. Therefore, management of Fiche Hospital should consider these strategic tool while working service Quality. The coefficient of extrinsic motivation is statistically highly significant predictor of the dependent variable service quality. It tells that as the Fitch Hospital increase the practicability of that extrinsic motivation in the progress delivering quality service improvement is fulfilled.

The beta value of independent variable of intrinsic is statistically insignificant. Therefore, this independent variable is not statistically significant. For that matter intrinsic motivation study area of the respondents are not considered as powerful independent variable.

The contribution level of independent variables (Extrinsic Motivation) makes the strongest unique contribution to explaining service quality. It tells that as the Fitch Hospital increase the practicability of that extrinsic motivation in the progress delivering quality service improvement is fulfilled. The beta value of independent variable of intrinsic is statistically insignificant (no relation). Therefore, this independent variable is not statistically significant. For that matter intrinsic motivation study area of the respondents are not considered as powerful independent variable. The results proved that to increase service quality in the Fitch Hospital, management need to pay more attention to extrinsic motivation as compared to intrinsic motivation

5.3. Recommendations

Based on the analysis service quality of Fiche Hospital needs additional efforts on the issue of intrinsic motivation aspects. The results show that, the quality of the service is affected by the

motivational aspects. Therefore the organization is advised to develop motivational ways in order to satisfy the customers' needs.

Overall these empirical results provide evidence that service quality can be addressed when the hospital concentrate on the employee motivation. Therefore, the policy makers in the hospital are highly advised to concentrate on the issue of extrinsic motivation.

Human resources management in an organization take an important role to decrease de motivation and increase service Quality .Constructive relationship between teams and manager to employees can minimize problem with non-financial motivation, customer services worker are the one who build good image for the company. So applying different motivation package that suits for quality service division will definitely lead it toward high motivated people and employees with high rate of performance.

Generally, implementing motivating employees in an organization is has positive output process, it has to be done with high concentration and care from the decision makers. It also needs to be done with a high priority task and awareness should be there for employees.

5.4 Future research direction

By taking this study as a bench mark, it could be possible to come up with additional and better argument and insight are possible. There are several potential possibilities for future research and improvements.

Future studies can investigate how we can service quality practice more productive and systemic for the sake of sustainability of the customers and also employees.

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APPENDIX-1

Addis Ababa University
College of Business and Economics
Management Department

Survey questionnaire Designed for Employees

Dear Respondents,

My name is Tamiru Lemma. I am a student in the postgraduate program of Addis Ababa University. This questionnaire is designed to gather primary data on the Research topic “The Relationship between employee motivation and service quality”, using Fitch Hospital as a case study. The objective of this questionnaire is for the purpose of partial fulfillment of the requirement for the MSC in Quality management and Organizational Excellence. Since the data collected is for academic purposes, the confidentiality of the information you provides is fully guaranteed. Therefore, I would appreciate the genuine response to the questions.

Thank you very much for your cooperation and timely completion of the questionnaire.

For further information:- Tel: +251-910253067

General Instructions

- You are not required to write your name.
- Put a tick mark “√” in the space provided in front of each item.
- The questionnaire has 3 parts. Please try to fill all the items.

N.B Please put a “√” mark to all your responses in the box provided beside each statement

Section I: Background Information

This section of the questionnaire refers to general information about the respondents. Please tick in the box in front of the appropriate choice.

1. Gender Male Female

2. Age 21-25 31-35

26-30 Above 35

3. Your Education Level

Secondary school Technical and vocational Diploma

First Degree Masters Doctor

4. How long have you worked in Fitch Hospital?

Below 2 years 2-4 5-10 Above 10 years

5. What is your current position?

CEO (Chief Executive Officer) Technical staff Non-Technical staff

Medical Director Other? Specify _____

6. What is your current salary level?

Below 3000

3000-5000 Birr 7001-9000 Birr

above 11000 Birr

5001-7000 Birr 9001-11000 Birr

Section II: Employee motivation (intrinsic and extrinsic)

Please indicate the extent to which you agree or disagree with each statement and tick (√) in a box to the correspondent number.

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

Nº	Standard Measurement of employee motivation(Intrinsic and extrinsic)					
A. Intrinsic Motivation		1	2	3	4	5
1.	I am satisfied with the type of work I perform since it provides me with opportunity for achievement and challenging work.					
2.	I have done my job with strong feeling of responsibility since, I am positively influencing other people's lives.					
3.	The job provides me with strong feeling of responsibility since I am contributing to the society.					
4.	The type of work I perform provides me with opportunity for personal growth and development.					
5.	I will not be terminated without good cause in this hospital					
6.	I have a chance to work alone on the job.					
7.	There is a sense of responsibility in my work.					
8.	I am allowed to decide on the methods to perform my work.					
9.	I am completely independent when I perform my work.					
10	I have part in decision making process.					
B. Extrinsic Motivation						
1.	I am satisfied with promotion and the salary in this hospital					
2.	I am satisfied with the fringe benefits like medical expense, education fee coverage, outside training... etc.					
3.	I am satisfied with the job security in this hospital					
4.	The management of the hospital cares for employee's welfare.					
5.	There is opportunity for in-house training (institutional training).					
6.	I am satisfied with relationship with coworkers in the work place.					
7.	I have good communication with my coworkers and free to be with my colleagues.					
8.	When I have questions or concerns my supervisor is able to address them and my working hours are reasonable.					
9	I am given a written appreciation letter for my good work.					
10	I usually acquire acknowledgement for the work done by me.					
11	I am ready to accept constructive criticism regarding my work.					
12	I am praised regularly for my good work.					
13	I receive feedback on making progress.					

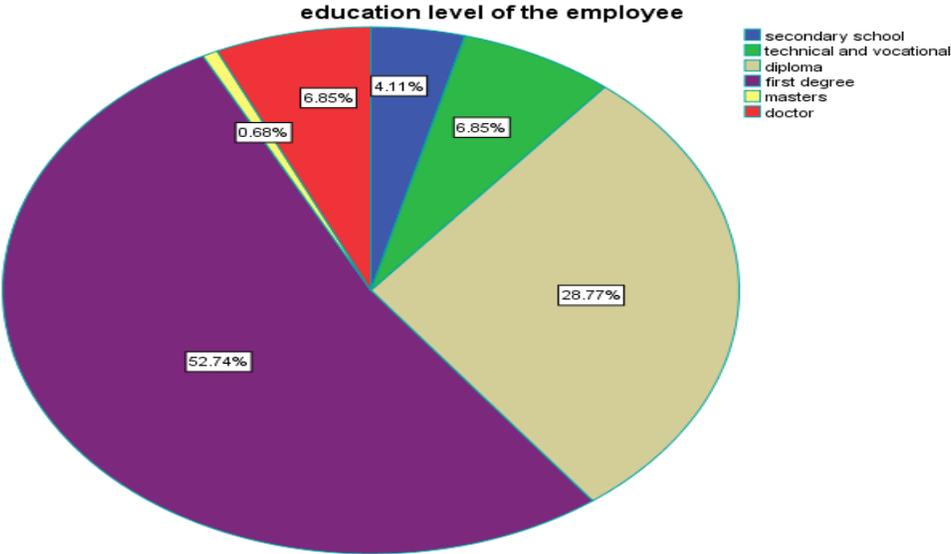
Section III Customer service quality

Please indicate the extent to which you agree or disagree with each statement and tick (✓) a box to a correspondent number.

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

No	Statement	1	2	3	4	5
1.	The Hospital has modern looking equipment.					
2.	The physical facilities at the hospital will be visually appealing.					
3.	Materials associated with the service (pamphlets or statements) are visually appealing.					
4.	When hospital promise to do something by a certain time it does so.					
5.	The hospital shows a sincere interest in solving patients' problems.					
6.	The hospital gets things right the first time.					
7.	The hospital provides it service at the time they promise to do so.					
8.	The hospitals insist on error- free records.					
9.	The patients feel safe in the health service delivered by the hospital.					
10	The hospital gives you individual attention.					
11	The hospital has operating hours convenient to all its patients (Customers').					
12	The hospital has personnel who give personal attention to every patient.					
13	The hospital has the patients' best interest at heart.					
14	The personnel of the hospital will understand the patients (customers') specific needs/problems.					
15	Personnel in the hospital are neat in appearance.					
16	The personnel in the hospital tell to patients exactly when service will be performed.					
17	Personnel in the hospital give prompt service to the patients.					
18	Personnel in the hospital are consistently courteous with patients.					
19	Personnel in the hospital are never be too busy to respond to patients (customers') requests.					
20	The behaviors of personnel in the hospital instils confidence in patients (customers').					
21	Personnel in the hospital have the knowledge to answer patients (customers') questions.					
22	Personnel in the hospital always willing to help the patients (customers').					

APPENDIX -2



Source: Survey result, SPSS output, 2018

Figure 3: Frequency Distribution figure of education level