

**ROLES OF MOTIVATION ON EMPLOYEE PERFORMANCE: IN THE
CASE OF AFRICA HUMANITARIAN ACTION**



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**THE SCHOOL OF GRADUATES STUDIES OF ADDIS ABEBA UNIVERSITY COLLEGE OF
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AFRICA HUMANITARIAN ACTION**

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DECLARATION

I, undersigned, declare that the work entitled – Roles of Motivation on Employee Performance: In the case of Africa Humanitarian Action is the outcome of my own effort and study and that all sources of materials used for the study have been acknowledged. I have produced it independently except for the guidance and suggestion of my Research Advisor. This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the Master of Human Resource Management.

Helen Hiluf Negash

Date

LETTER OF CERTIFICATION

This is to certify that Helen Hiluf Negash has carried out this project work on the topic – Roles of Motivation on Employee Performance: In the case of Africa Humanitarian Action under my supervision. This work is original and suitable for the submission in partial fulfillment of the requirement for the award of the Masters of Human Resource Management.

Fesseha Afework (Asst. Prof.)

Date

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ABSTRACT

This study aimed to assess the roles of motivation on the performance of Africa Humanitarian Action employees. The study adopted the quantitative research design and the descriptive survey method to provide answers to research questions. A census was conducted to select the target group of 135. The study employed the use of self-administered questionnaire to collect the required primary data. Statistical Program of Social Scientists (SPSS) version 20 was used. On top, descriptive statistical analysis technique was applied to obtain useful summary of responses. The study therefore concluded that great steps be made to motivate all staff to enhance performance. The researcher recommends that management attaches more importance to issues of employee motivation to make the organization survive amongst its competitors.

Keywords: Motivation, Performance

CHAPTER ONE

1. INTRODUCTION

1.1. BACKGROUND OF THE STUDY

The overall success of an institution in achieving its strategic objectives relies heavily on the performance level of employees. Employee performance is a function of ability and motivation, where ability is comprised of the skills, training and resources required for performing a task and motivation is described as an inner force that drives individual to act towards something. (Flippo E. 2001). He also adds that employee performance in institutions results in a more motivated work force that has the drive for higher productivity, quality, quantity, commitment and drive.

Hence, employee motivation is very important for organizations as every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources. Thus, it results into increase in productivity, reducing cost of operations, and improving overall efficiency. (Grant 2008).

On the other hand, employee performance is an evaluation of the results of a person's behavior. It involves determining how well or poorly a person has accomplished a task or done a job. Motivation is only one factor among many that contributes to an employee's job performance. But, all thing being equal, one would expect a highly motivated employee would deliver high-quality output or service than those poorly motivated employee. (Lussier 2005).

Moreover, in case of using human beings to provide services, it is not enough to merely rely on the number of people engaged, their qualification and experience or their ability but motivating them appropriately is also of paramount importance. Thus, the personnel engaged must be motivated in order to get the best output from them. As well, a highly motivated person will

work hard towards the achievement of organizational goal, given the ability and adequate understanding of the job. Therefore, the challenge for the majority of today's management is to administer motivational programmes which will encourage employees to improve their work performance and productivity. (Bateman & Snell 1996).

As a consequence, like any other organization one of the major factors that determine the success of NGOs is the readiness, commitment, efficiency and effectiveness of its employees. For that matter any organization to achieve its objectives needs to have staff that are motivated to work and committed to the organizational objectives. This study is therefore sought to assess the role of motivation on Africa Humanitarian Action employees' performance. It was also focuses on both intrinsic and extrinsic motivational factors.

1.2. BACKGROUND OF THE ORGANIZATION

Africa Humanitarian Action (AHA) is a non-profit, non-governmental organization established in 1994 to provide prompt emergency assistance in addition to sustainable development programs to refugees, internally displaced persons (IDPs), and vulnerable communities in Africa affected by conflict and disaster.

Initially AHA was created to alleviate refugee situation caused by the Rwanda genocide. During the last few years, it has expanded its activities and presently operates in 12 countries in Africa (i.e. Angola, Burundi, Ethiopia, Liberia, Namibia, Rwanda, Sierra Leone, Uganda, Zambia, Guinea, Kenya and the Democratic Republic of Congo).

As one of AHA's Country Regional Office, AHA-Ethiopia was launched in 1999 as a national non-profit, non-governmental country office under the auspices of Ethiopia government and different donors.

Thus, AHA-Ethiopia in cooperation with its partners it provides training to community based reproductive health agents, work place providers, public health professionals, traditional practitioners, community and religious

leaders and peer educators. It has four project coordination offices i.e Wolaitia Sodo, Berhale, Aysaita and Somalia Project Coordination Offices.

AHA Ethiopia has 250 permanent, daily labour, expatriate and national staff under its four project coordination offices and in its head office. As well, the human resource department are located in in its head office and centrally administered all the HR practices at Addis Abeba level. (AHA Annual Report 2014)

1.3. STATEMENT OF THE PROBLEM

The statement of the problem is that the performance of Africa Humanitarian Action has come under stream of criticisms. Staff has been accused of high level of inefficiency and commitment in the discharge of their project implementation by the beneficiaries' and the donors. Thus, in relation to these the researcher tried to communicate one of the project coordinator regarding the existing staff motivation related issues, thus in his response he revealed that;

“Currently, most workers in AHA know how to perform in the approved manner and the resources are available, but for one reason or another, prefer not to do so, hence, the problem is related with lack of employee motivation. Since AHA’s project work is an emergency work, many jobs have troubles that are inherent with the condition, i.e meeting deadline and massive work load. However, there is no any motivational practice applied so far in the organization, as the result employees could not produce the expected output as a result there is high staff turnover in the organization. However, the leader are not trying to find out what the exact problems are by looking beyond the symptoms and finding a solution but only they are focusing on the problem and decide to evaluate the employee accordingly and this is demotivating the employees.”

In relation to these, the performance of organizations and employee motivation has been the focus of intensive research effort in recent times. How well an organization motivates its workers (Intrinsic or Extrinsic) in order to achieve their mission and vision is of paramount concern. Despite these, no research work has targeted to investigate the roles of extrinsic and intrinsic motivation

on employees performance in Africa Humanitarian Action. To this effect, this study attempts to assess the roles motivation on employee performance of Africa Humanitarian Action and assess the underline ground for staff discouragement and low performance. The question then was what must the top management of AHA have to do to ensure that employees perform well in the organization?

1.4. RESEARCH QUESTIONS

In order to achieve the above objectives, this research paper has tried to answer the following questions:-

- To what extent does extrinsic motivation affect performance of Africa Humanitarian Action employees?
- To what extent does intrinsic motivation affect the performance of Africa Humanitarian Action employees?
- Is motivation weather intrinsic or extrinsic implemented enough by Africa Humanitarian Action?

1.5. RESEARCH OBJECTIVES

The general objective of the study was to explore roles of motivation on employee performance of Africa Humanitarian Action.

1.5.1. SPECIFIC OBJECTIVES

- To identify the effect of extrinsic motivation on employees performance of Africa Humanitarian Action.
- To identify the effect of intrinsic motivation on employees performance of Africa Humanitarian Action
- To assess the extent to which motivations are implemented by Africa Humanitarian Action.

1.6. SIGNIFICANCE OF THE STUDY

The study is expected to enable the researcher gain deeper insight into the motivational practices and its roles on performance of Africa Humanitarian Action employees so as to contribute effectively in participatory decision making with respect to staff motivation and performance.

This research sought to provide the needed information that would guide the Management of Africa Humanitarian Action to better align their strategies on motivation with their staff performance measurement systems for optimum staff performance. The findings are expected to help inform decision making in the area of strategic planning with regard to staff motivation and performance.

The study will be very useful to other researchers interested in the area of motivation. That is, the outcome of this study will serve as a base for academicians who want to conduct further studies on the role of motivation practices on staff performance.

The outcome of this study is to supplement the existing store of knowledge on the subject available and serve as a catalyst for further research on modern ways of motivation for the overall academic well-being of the nation.

1.7. SCOPE OF THE STUDY

It would have been ideal for a study on the role of motivation on employee performance to be undertaken in all employees of Africa Humanitarian Action. However, this study was carried out on the target group of 135 employees only. Thus, this study has its share of delimitation in the sampling frame since which only considered a particular group which is employees who have certificate and above and serving the organization above six months service period. Also the study could not comprise other deterrents on employee performance.

1.8. LIMITATION OF THE STUDY

As it happens in the course of many research studies, time and finance were the main constraints, which prohibit this study from being deep and exhaustive as result the project emphasis were restricted to selected target groups. As well, existing employee might not give genuine response through fare of losing their job.

Moreover, it was also with difficulty and a lot of effort in getting back the questionnaire that was given to the target group since almost all project

coordination offices located far from Addis Abeba. However, in spite of these constraints; all effort was made to come out with thorough research.

1.9. DEFINITION OF OPERATIONAL TERMS

The researcher believes that the following terms, which commonly will appear in various section of this paper, embrace a huge diversity of meaning. Despite their diversities, they need to be operationally defined. Thus, some of these terms are:-

- **Motivation** - Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. (Jones et al. 2000)
- **Extrinsic motivation** - it refers to motivation that comes from outside an individual. The motivating factors are external, or outside, rewards such as money or grades. These rewards provide satisfaction and pleasure that the task itself may not provide.
- **Intrinsic motivation** - it refers to behavior that is driven by internal rewards. In other words, the motivation to engage in a behavior arises from within the individual because it is intrinsically rewarding. This contrasts with extrinsic motivation, which involves engaging in a behavior in order to earn external rewards or avoid punishments.
- **Performance** - the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it; A performance comprises an event in which generally one group of people (the performer or performers) behave in a particular way for another group of people.

1.10. PILOT STUDY

Conducting a pilot study to test the questionnaire for potential misunderstandings or problems and consequently to correct possible weaknesses and inadequacies is recommended before the actual data collection commences. (Veal 2005). Thus, to ensure reliability, the researcher carried out a pilot study where approximately 10% of the target population was exposed to the instrument prior to the actual study. From this test, the researcher understood that some questions have to be modified

for clarity. Therefore, the corrective actions such as duplicated question/s were canceled and some missed but important question were added to the questionnaire by the researcher.

Likewise, (Borg & Gall 1989) define validity as the degree to which a test measures what it purports to measure. Theoretically, alpha varies from 0 to 1, the higher the Cronbach alpha, the more reliable the test results will be. (Lombard 2010). In this case the reliability was 0.893. Also, to ensure validity, the researcher consulted the research advisor who proof read the questionnaire and advised on any necessary changes. Therefore, this ensured validity and reliability.

1.11. ORGANIZATION OF THE PAPER

The study is organized in to five chapters. The first chapter deal with the introductory part of the project study in which background of the study, significance of the study, statement of the problem, objectives of the study, methodology used, definition of operational terms, pilot study, scope and limitation of the study and organization of the paper is incorporated. The second chapter is deal with the literature review. Chapter three looked at the methodology of the research which comprises the research design, the research population, sample and sampling technique. It also considered the sources of data and data collection instruments, methods of data collection and analysis. Chapter four is discusses research findings and analyzes the data. Finally, conclusion and recommendation are presented in chapter five.

CHAPTER TWO

LITERATURE REVIEW

2. INTRODUCTION

This chapter served as the foundation for the development of this study. An overview of the extensive historical research related to motivation and employee performance is presented to examine the existing knowledge base regarding role of motivation on employee performance. Finally the conceptual framework for this research was shown.

2.1. THEORETICAL LITERATURE REVIEW

In this section the researcher review the basic theories of motivation and employee performance in order to develop the overall conceptual framework of the study and to make ease for designing the measurement of variables and then to create bases for comparisons of the basic findings of the study with previous related studies. Thus, the theoretical background of previous studies were reviewed and summarized from the view point of roles of motivation on employee performance as follows:-

2.1.1. CONCEPT OF MOTIVATION

(Rajput 2011), argues that the word motivation is derived from a Latin word "Movere" which literally means "to move". They defined motivation as "the individual's desire to demonstrate the behavior and reflects willingness to expend effort". Thus, the underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfill some need or expectation.

2.1.2. TYPES OF MOTIVATION

The complex and variable nature of needs and expectations at work give rise to the following simplistic but useful, broad two classification of motivation to work namely:-

2.1.2.1. INTRINSIC MOTIVATION

It is defined as the doing of an activity for its inherent satisfactions rather than for some separable consequence. When intrinsically

motivated a person is moved to act for the fun or challenge entailed rather than because of external prods, pressures, or rewards. These spontaneous behaviors, although clearly bestowing adaptive benefits on the organism, appear not to be done for any such instrumental reason, but rather for the positive experiences associated with exercising and extending ones capacities. (White 1959).

2.1.2.2. EXTRINSIC MOTIVATION

Extrinsic motivation comes from outside of the performer. It is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. Money is the most obvious example, but coercion and threat of punishment are also common extrinsic motivations. While competing, the crowd may cheer on the performer, which may motivate him or her to do well. (Armstrong 2006).

Generally, regardless of whether people are intrinsically or extrinsically motivated, they join and are motivated to work in organizations to obtain certain outcomes. An outcome is anything a person gets from a job or organization.

2.1.3. MOTIVATIONAL THEORIES

2.1.3.1. CONTENT THEORIES

These theories attempt to explain the specific things which actually motivate the individual at work. These theories are concerned with identifying people's needs and their relative strengths and the goal they pursue in order to satisfy these needs. Also, these theories place emphasis on the nature of the needs and what motivates individuals. Thus, the basis of these theories is the belief that the content of motivation consists of needs. (Mullin 2005). The various postulated content theories are:-

- I. Maslow's hierarchy of need theory
- II. Clayton Alderfer's ERG theory (Alderfer's need modified theory)
- III. Herzberg's two-factor (motivation-hygiene) theory
- IV. McClelland's achievement motivation theory

I. Abraham Maslow's Hierarchy of Need Theory

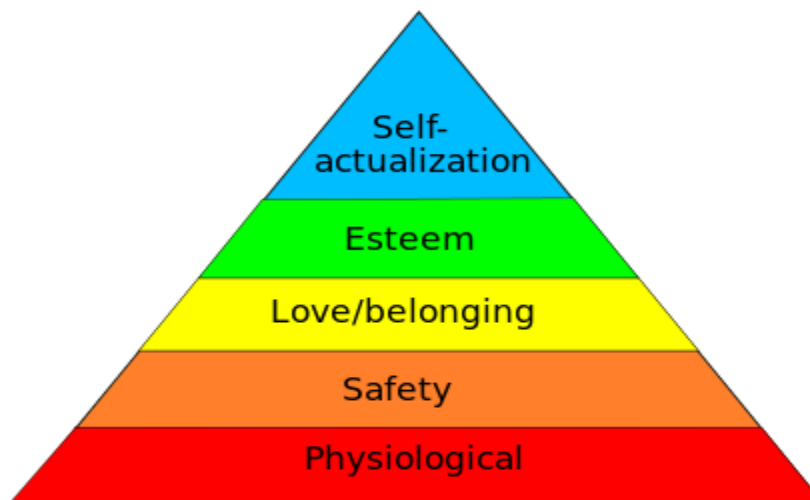
One of the most widely mentioned theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham Maslow. Maslow saw human needs in the form of a hierarchy, ascending from the lowest to the highest, and he concluded that when one set of needs is satisfied, this kind of need ceases to be a motivator. (Armstrong 2006). Thus, the hierarchy of Maslow's need theory noted as follows:-

- A. **Physiological Needs:** These are important needs for sustaining the human life. Food, water, warmth, shelter, sleep, medicine and education are the basic physiological needs which fall in the primary list of need satisfaction. Maslow was of an opinion that until these needs were satisfied to a degree to maintain life, no other motivating factors can work.
- B. **Security or Safety Needs:** These are the physical danger and the fear of losing a job, property, food or shelter. It also includes protection against any emotional harm. Once physiological needs are met, one's attention turns to safety and security in order to be free from the threat of physical and emotional harm. Such needs might be fulfilled by, living in a safe area, medical insurance, job security and financial reserves. (Locke & Latham 2002).
- C. **Social Needs:** Since people are social beings, they need to belong and be accepted by others. People try to satisfy their need for affection, acceptance and friendship. Once a person has met the lower level physiological and safety needs, higher level motivators awaken. The first levels of higher level needs are social needs. Social needs are those

related to interaction with others and may include friendship, belonging to a group, giving and receiving love. (Mullins 2005).

- D. **Esteem Needs:** According to Maslow, once people satisfy the social need, they tend to want to be held in both by themselves and by others. This kind of need produces such satisfaction as power, prestige, status and self-confidence. It includes both internal esteem factors like self-respect, autonomy and achievements and external esteem factors such as status, recognition and attention. After a person feels that they "belong" to a group, the urge to attain a degree of importance emerges.
- E. **Need for Self-Actualization:** Maslow regards this as the highest need in his hierarchy. It is the drive to become what one is capable of becoming; it includes growth, achieving one's potential and self-fulfillment. It is to maximize one's potential and to accomplish something. Self-actualized people tend to have motivators such as truth, justice, wisdom and meaning. (Mullins 2005).

Figure 1: Maslow's Need Hierarchy



Source: Locke and Latham, 2002

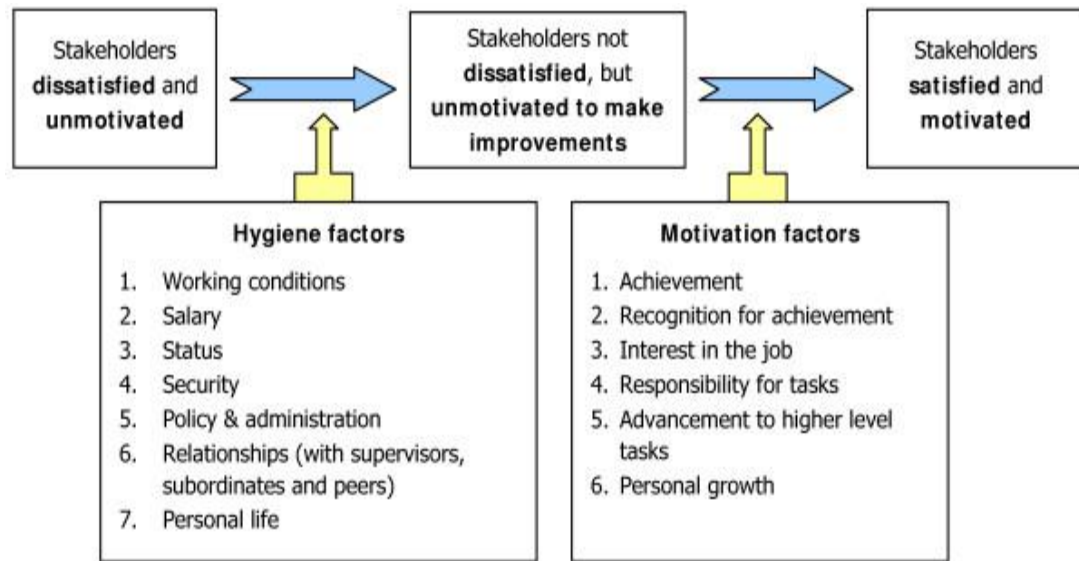
Therefore, according to Maslow's need theory as each of these needs is substantially satisfied, the next need becomes dominant. From the standpoint of motivation, the theory would say that although no need is ever fully gratified, a substantially satisfied need no longer motivates. So if you want to motivate someone, you need to understand what level of the hierarchy that person is on and focus on satisfying those needs or needs above that level.

II. Clayton Alderfer's ERG theory (Alderfer's Need Modified Theory)

(Alderfer 1969) has tried to rebuild the hierarchy of needs of Maslow into another model named ERG that is, Existence – Relatedness – Growth. According to him there are 3 groups of core needs. The existence group is concerned mainly with providing basic material existence. The second group is the individuals need to maintain interpersonal relationship with other members in the group. The final group is the intrinsic desire to grow and develop personally. (Mullins 2005).

III. Frederick Herzberg's Two- Factor (Motivation-Hygiene) Theory

(Frederick Herzberg 1959) had also tried to modify Maslow's Need Hierarchy theory. His theory is also known as Two-factor theory or Hygiene theory. He stated that there are certain satisfiers and dissatisfiers for employees at work. Intrinsic factors are related to job satisfaction, while extrinsic factors are associated with dissatisfaction. From study he concluded that opposite of satisfaction is not dissatisfaction. Thus, removing dissatisfying characteristics from a job does not necessarily make the job satisfying. He states that presence of certain factors in the organization is natural and the presence of the same does not lead to motivation. However, their non-presence leads to de-motivation. In similar manner there are certain factors, the absence of which causes no dissatisfaction, but their presence has motivational impact. (Cole 2003).

Figure 2: Herzberg's Motivation-Hygiene Theory

Source: (Cole 2003)

IV. ***McClelland's Theory of Needs***

David McClelland in 1988 developed a theory on three types of motivating needs. These are need for power, need for affiliation and need for achievement. Basically people for high need for power are inclined towards influence and control. They like to be at the center and are good orators. They are demanding in nature, forceful in manners and ambitious in life. They can be motivated to perform if they are given key positions or power positions. (Cole 2003).

In the second category are the people who are social in nature. They try to affiliate themselves with individuals and groups. They are driven by love and faith. They like to build a friendly environment around themselves. Social recognition and affiliation with others provide them motivation. People in the third category are driven by the challenge of success and the fear of failure. Also, their need for achievement is moderate and they set for themselves moderately difficult tasks. They are analytical in nature and take calculated risks. Such people are motivated to perform when they see at least some chances of success. (Ibid 680).

2.1.3.2. PROCESS THEORIES

These theories are extrinsic theories and they attempt to identify the relationships among the dynamic variables which make up motivation and the actions required to influence behavior and action. As well, they provide a further contribution to our understanding of the complex nature of work motivation. (Mullins 2005).

Process theory on the other hand is also known as cognitive theory because it is concerned with people's perceptions of their working environment, the ways in which they interpret and understand. Thus, cognitive theory can certainly be more useful to managers than need theory because it provides more realistic guidance on motivation techniques. (Armstrong 2006). The process theories are:-

- I. Vroom's Valence/Expectancy theory
- II. Equity theory
- III. Goal theory

I. Vroom's Valence/Expectancy Theory

Victor Vroom in 1964 proposed expectancy theory. In his theory Vroom criticized Herzberg's two-factor theory as being too dependent on the content and context of the work roles of workers and offered an expectancy approach to the study of motivation. (Bloisi 2003).

This theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome; and on the attractiveness of that outcome to the individual to make this simple. Besides, expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and that this shall result into realization of personal goal in the form of some reward. (Cole 2003).

II. Equity Theory

According to the equity theory developed in by J. Stacey Adams (1965), people are motivated by their beliefs about the reward structure as being fair or unfair, relative to the inputs. People have a tendency to use subjective judgment to balance the outcomes and inputs in the relationship for comparisons between different individuals. If people feel that they are not equally rewarded they either reduce the quantity or quality of work or migrate to some other organization. However, if people perceive that they are rewarded higher, they may be motivated to work harder. (Reiss 2004).

III. Goal Setting Theory of Edwin Locke

It was postulated by Edwin Locke in 1979 and it states that motivation and performance are higher when individuals set specific goals, when accepted goals are difficult, and when there is feedback on performance. (Mullins 2005). Thus, instead of giving vague tasks to people, specific and pronounced objectives help in achieving them faster. Also, as the clarity is high, a goal orientation also avoids any misunderstandings in the work of the employees. The goal setting theory states that when the goals to be achieved are set at a higher standard, then in that case employees are motivated to perform better and put in maximum effort. Besides, it revolves around the concept of “self-efficacy” that is individual’s belief that he or she is capable of performing a hard task. (Ibid).

2.1.4. EMPLOYEE PERFORMANCE

Performance of the employee is considered as what an employee does and what he does not do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. (Yang 2008).

In the same way, Armstrong (2006) define employee performance as the achievement of specific tasks measured against predetermined or

identified standards of accuracy, completeness, cost and speed. Thus, employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.

In relation to these, Herzberg (1959) says having fewer dis-satisfiers does not motivate a worker to do a good job, but only to stay in it. Worker performance clearly depends on their level of motivation, which stimulates them to come regularly, work diligently, be flexible and be willing to carry out the necessary tasks. The performance and quality of organization's service depends on the quality and motivation of their human resources practices.

Consequently, employee performance should be carefully noted at all levels of the organization. Since no matter an individual's title, everyone has the opportunity to lead in some capacity and have a positive impact on performance. Thus, understanding the value that can be achieved through different roles is one way of providing motivation, performance and thus leadership skills. (Llopis 2012)

2.1.5. FACTORS AFFECTING WORKERS MOTIVATION AND PERFORMANCE

Motivation at work is widely believed by most writers on the subject to be a key factor for performance of individuals and organizations and also a significance of intention to turnover. There is a strong link between job dissatisfaction, lack of motivation and intention to turnover. There are three factors that play key role in performance;

- The ability of staff to do their job;(the capacity or can do factors)
- The motivation of staff, to put in effort to do their job, (the ability or will to do factors).
- The organizational support or opportunity to do the job well (availability of resources).

In other words, performance depends on whether the staff perceives themselves as able to do things, whether they are willing to do things and whether they have the means to do them.

2.1.6. RELATIONSHIP BETWEEN MOTIVATION AND EMPLOYEE PERFORMANCE

The link between motivation and employee performance seem to be an obvious one. If individuals are highly motivated, they will perform better. In turn, better performance may well lead to a sense of achievement and result in greater motivation. Most people have a natural sense that motivation is linked with performance. Although some may disagree on how much impact motivation has on performance, most would agree that high levels of performance are difficult to achieve when little or no motivation to perform is present. (Frederick- Recascino & Hall 2003).

Thus the relationship between motivation and performance can be a mutually reinforcing one. This, however, begs a number of questions to do with perception, ability and stress. As well, motivated individuals may do more work, but this will need to be carefully managed if they are not going to spend most of their energy on aspects of work they find stimulating, which may be of little or no benefit to the company. Motivated employees may be more productive, provided they have the requisite skills to do the job and the perception to realize whether they have or not. It is just as important to take steps to improve ability by means of good selection and training as it is to pay attention to motivation. (Karan 2009).

Besides, motivating employees for better performance encompasses several critical factors: employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, overall authenticity of leadership, financial reward, and career advancement among others. Employees are expected to come to the workplace with the intrinsic motivation and desire to be successful, be

value-added and contribute to the obtainment of an employer's vision. Conversely, it is incumbent upon the employer to provide resources, opportunities, recognition and a cohesive work environment for employees to be successful. (Ibid; 490)

Likewise, engagement influences motivation and it is reflected in the extent to which employees commit, how hard they work and how long they stay. Additionally, people join organizations for different reasons, motivated by intrinsic and extrinsic rewards. Intrinsic rewards are reflected in actions believed to be important. Thus, it is the responsibility of managers to motivate employees, with the goal for employees to contribute to the organization. Managers can best motivate employees by offering rewards that are meaningful to them. (Daniel & Metcalf 2005).

Furthermore, employees are often motivated differently and to develop a work environment that promotes motivation, organizations need to know what is important to their employees and then to emphasize these factors. Aside from monetary gain, work provides people with fulfillment on various levels, from earning a living and "doing good work" to aspiring to a vision and ultimately having an impact on the quality of life. Good organizations are always trying to structure the work so as to match the nature of the work with the nature of the employee and to make the work as interesting and enjoyable as possible. (Brian 2013). In relation to these, (Perry 2006) did emphasize that employees who participate in their organization's decision-making processes and who feel that they have a voice in the company have a higher job satisfaction.

Moreover, (Lawler 2003) emphasizes that "treating people right is fundamental to creating organizational effectiveness and success. It is also easier said than done. This includes "a highly complex set of

actions on the part of both organizations and employees. Organizations must develop ways to treat their employees so that they are motivated and satisfied; employees must behave in ways to help their organizations become effective and high-performing. Thus, his winning combination for performance requires a partnership between the organization and the employees. Additionally, he also include that “One cannot succeed without the other. To provide people with meaningful work and rewards, organizations need to be successful. And to be successful, organizations need high-performing individuals. The challenge is to design organizations that perform at high levels and treat people in ways that are rewarding and satisfying.” To describe this mutually beneficial relationship, he uses the term virtuous spiral, a relationship that occurs when the organization values its employees, and in return, workers are committed to high performance.

Moreover, motivation is the most important factors that could influence organizational performance. Employee motivation should be one of the policies of managers to increase effective job management amongst employees in organizations (Shadare et al 2009). Also, a motivated employee is responsive of the definite goals and objectives individuals must achieve, therefore individuals direct its efforts in that direction. Thus, organizational facilities will go waste if it lacks motivated people to utilize these facilities efficiently.

Hence, employee motivation and performance are key factors in moving a business forward. But, owners, managers and supervisors know positive motivation leads to better performance and higher productivity but may rely on the wrong tools that will create dissatisfaction among employees and leads to poor performance. As well, motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization. (Ibid; 560).

2.2. EMPIRICAL LITERATURE REVIEW

Even though there are extensive empirical studies in relation to motivation and its roles on employee performance, in this section the most selected and related empirical finding of related literatures were presented.

A study carried out by (Barney J. 1991) on firm resources and sustained competitive advantage revealed that the level of performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits. Thus, motivation is an inner drive or an external inducement to behave in some particular way, typically a way that will lead to rewards.

According to (Omollo 2015) study on effect of motivation on employee performance of commercial banks in Kenya confirmed that indeed job enrichment significantly affects job performance and that a good working environment and an average workload would highly motivate the employees to perform their duties.

Another observation of the study was that money is not the only motivator and it is not the primary motivator for everyone. However, there is overwhelming evidence that money is an important motivator for most people. Further, there is ample evidence that surveys asking people to rank order money and other motivators do not accurately reflect the important effects that changes in pay levels or the way pay is determined actually have on people's decisions to join and leave organizations.

Furthermore, (Dobre 2013) in his study on Employee motivation and organizational performance revealed that people seek security and the underlying needs are fundamental to people's existence. After these needs are satisfied, people will focus more on job performance. People also see social systems, so the sociability aspect of effective organizations cannot be neglected. Last but not least, personal growth is also important to people, as self-actualization and the need for achievement and growth are vet powerful needs that influence the development of effective organizations.

Additionally, he noted that management should evaluate employee suggestion scheme and use the feedback from the workforce to improve the organizational environment and fulfill their needs and skills. People are different and they are motivated by diverse needs, such as physiological needs, safety requirements and self-actualization needs. Thus, focusing on employees at every level of the workforce and analyzing each department of the organization will provide detailed accurate information regarding the needs of employees.

Likewise, he found out that motivated and qualified workforce is essential for any company that wants to increase productivity and customer satisfaction. In this context, motivation means the willingness of an individual to do efforts and take action towards organizational goals. The challenge for any manager is to find the means to create and sustain employee motivation. On one hand, managers should focus on reducing job dissatisfaction (working conditions, salary, supervision, relationship with colleagues), while on the other hand should use motivating factors such as achievement, recognition, responsibility and the work itself.

Lastly he noted that employee participation and empowerment do not only enhance efficiency, growth and innovation but they also increase employee motivation and trust in the organization. If employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better productivity and loyalty.

According to (Uzonna 2013), in his study on the impact of monetary and non-monetary motivation on employee, confirmed that managers need to provide growth opportunity and challenging jobs in order to better motivate today's workers. Without these challenges and opportunities for growth, employees may not see a need to perform highly at work. As well, we have seen that recognition plays a major role in employees' motivation and that it is a very effective motivator. Employees want and need to feel that their contributions make a difference and recognition is one way to satisfy those wants or needs.

His research and interviews have confirmed that the use of non-cash rewards can be an effective and cost-efficient way to motivate employees, and the majority of his survey respondents agree with this statement. In conclusion, when it comes to bringing out the best performance of employees, growth opportunities and challenges, recognition and non-cash rewards are more effective motivators than money.

Similarly, (IJAH 2013), in his study on the influence of motivation on employees' performance, revealed that workers reward package matters a lot and should be a concern of both the employers and employees. The results obtained from the hypotheses showed that workers place great value on the different rewards given to them by their employers. Hence, when these rewards are not given, workers tend to express their displeasure through poor performance and non-commitment to their job. It is therefore imperative for the organization to consider the needs and feelings of its work force and not just overlook them in order to safe guard industrial harmony, because –a happy worker they say is a productive worker. Having stressed the importance of a good remuneration policy on the performance of workers and the different kinds of reward that can influence workers to perform better on a job.

Additionally he noted that manager's duties in today's corporate world are multi-faceted. Not only do managers need to be versed in finance, economics, and information systems; it is now essential for them to have a firm grasp on organizational behavior and psychology. They must know how their people think and what makes them do so. Making sure managers are aware of this psychology is the job of the human resource department, but all managers of the organization have a responsibility to understand it. A key aspect of organizational psychology is motivation. Managers must know why their people behave the way they do, so that these buttons can be pushed at the manager's discretion. A motivator is that which impels or compels an individual to act toward meeting a need. Some major motivational theories will also be explored. Practical ways of applying these theories to real people will be considered.

Furthermore, as indicated by (Aarabi 2013) in his study on the impact of training and promotion confirmed that human resource management should provide a lot of trainings and promotional opportunities to the employees, as they would be the two factors that drive their motivation towards good job performance. In the case of training, the organizations should conduct training need analysis for all staff and drawing individual training plan for the staff. They could also have mentoring and coaching programs to develop talent. Since promotion was found to be an important motivational factor, organizational policies should give priority to internal selection over external selection. A very systematic succession planning system should be put in place where potential candidates for promotion are given development programs to address the gaps in their knowledge, skills, abilities and other attributes (KSAOs) so that they will have the competence to take on their new posts when the time comes. Other methods that could be adopted are through job rotation, giving special assignments where they acquire the KSAOs through the implementation of the assignments, executive coaching programs and so on.

Correspondingly, as indicated by (Ismajli 2015) in his study on the importance of motivation factors on employee performance confirmed that salary of workers, professional advancement and opportunity for promotion appear to be the most important factors of motivation. The other important factors that the study revealed are work conditions, as well as the evaluation and the objective assessment of performance measurement.

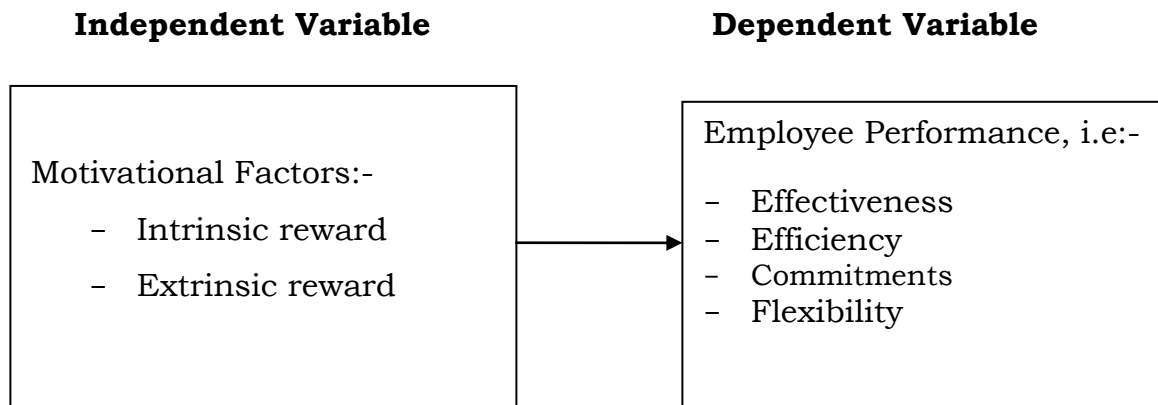
Likewise, (Mulwa 2003) conducted a study on employee performance in public audit institutions so; he clarifies the various motivation theories like Abraham Maslow's hierarchy of needs, Herzberg's two factor theories and the equity theory of Adams. The review shows that motivation is key for the productivity, profitability and sustainability of every institution - as the employees are its movers and its live blood. That motivation is not a one off undertaking rather it's a continuous undertaking by management as long as the organization does

exist. That it is the responsibility of the management to continually work on employee motivation for sustainability of the organization.

2.3. CONCEPTUAL FRAMEWORK

The roles of motivation on employee performance is studied empirically; so there is the need for a conceptual framework that pulls together the concepts of motivation and employee performance. Thus, the conceptual framework provides a foundation for focusing on specific variables for the study. These variables are based on the literature reviewed on motivation and its roles on employee performance. The conceptual framework of the study is as follows:-

Figure 3. Conceptual Framework



Source: - (**Omollo 2015**)

From the above discussion, motivation the drive behind effort to satisfy needs can come from within or from external force (intrinsic and extrinsic rewards) respectively. The need theorists' focuses on the question of what arouses, sustains and regulates goal directed behavior that is what particular things motivate people and the process theorists' also emphasize on the process of motivation and importance of rewards. As well, meters of performance are included within a conceptual framework of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3. INTRODUCTION

This chapter describes the methodology used for the study. The main issues discussed here are the research approach, research design, research population, sample and sampling technique, source of data and type, data collection procedures, ethical consideration, reliability and validity test and method of data analysis.

3.1. RESEARCH APPROACH

The study was based on quantitative analytical data and the researcher made use of both primary and secondary data.

3.2. RESEARCH DESIGN

(Saunders et al. 2007), defines research design as the general plan of how the research questions would be answered. It is the conceptual structure within which research is conducted. It constitutes a blue print for the collection, measurement and analysis of data. A survey was a method of collecting data in which people were asked to answer a number of questions (usually in the form of a questionnaire). Thus, the research design for this study was the descriptive survey research design to assess the relationship between the roles of motivation on employee performance. This method was chosen in order to make references to phenomena as they exist in real life and it is relatively economical in terms of time and resources. Also, it could enable the research to generalize the findings of a fairly large population.

3.3. POPULATION AND SAMPLING TECHNIQUE

This study has a total population size of two hundred fifty (250) employees and this large size would make it impossible for the researcher to test every individual members of the population. Thus, among the total population the research only selected employees who have certificate and above educational qualifications, permanent and national employees and who are serving the organization for at least six months and above. In accordance with the census a total number of 135 target group were selected.

Since these population groups were small the researcher employed the total of 135 respondents as a target group, so it was believed that this would be a true reflection of the population for the study.

3.4. DATA SOURCES AND TOOLS

In an attempt to assess the roles of motivation on employee performance of AHA and to provide possible recommendations, the project used both primary and secondary data. The questionnaire were adopted from Minnesota questionnaire and modified by the researcher in order to harmonize with the research requirement. Thus, with regard to primary data, first hand data are collected through questionnaire filled by employee, non-management staffs and management staffs of the organization.

As far as secondary data concerned, relevant data has been collected from Africa Humanitarian Action documentations i.e annual report, HR documents and web sites, Moreover, different literatures about employee motivation mechanisms, motivation theories, employee performance and other human resource management books and literatures, websites (internet) and other available sources have been referred and cited in the study work.

3.5. DATA COLLECTION PROCEDURES

I. Primary Data

The selected target group of 135 employees was interviewed by using pre pilot tested questionnaires.

II. Secondary Data

Moreover secondary data were gathered from published and unpublished sources such as, journals, books, internet and research papers... etc.

3.6. ETHICAL CONSIDERATIONS

Before the research conducted, the researchers has informed the participants of the study about the objectives of the study, and consciously consider ethical issues in seeking consent, avoiding deception, maintaining confidentiality,

respecting the privacy, and protecting the anonymity of all respondents. A researcher must have considered these points because the law of ethics on research condemns conducting a research without the consensus of the respondents for the above listed reasons. The ethical issues which were addressed are the following:

- First of all the plan of the study was reviewed by the research advisor.
- The objectives of the study were clearly stated in the questionnaires and the participants were appropriately informed about those objectives.
- The interviewees took part in the study on voluntarily basis. They also had the right to withdraw from the study any time they want to.
- The study has conducted in such a way that it would not interfere with the business activities of the study sites.

3.7. RELIABILITY TEST

Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. Hence, according to Lombard (2010), Coefficients of .90 or greater are nearly always acceptable, .80 or greater is acceptable in most situations, and .70 may be appropriate in some exploratory studies for some indices. Therefore the researcher used the above mentioned literature into consideration and has tested the reliability of the items which were developed for respondents using SPSS 20.0.

3.8. VALIDITY ANALYSIS

Validity is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform. There are two main types of validity, internal and external. Internal validity refers to the validity of the measurement and test itself, whereas external validity refers to the ability to generalize the findings to the target population. (Ibid;560). Both are very important in analyzing the appropriateness, meaningfulness and usefulness of a research study. Thus, to ensure validity, the researcher has consulted the research advisor who proof read the questionnaire and advised on any necessary changes. Therefore, this ensured validity and reliability.

3.9. METHOD OF DATA ANALYSIS

At the end of the entire data collection process reasonable checks were conducted and inconsistent data was cleared appropriately. Quantitative methods were employed in the analysis of the data. Accordingly, the collected data was processed using the Statistical Package for Social Science (SPSS 20.0). Data for the various research questions were analyzed using frequency, mean, standard deviation and percentages obtained to show the distribution of opinions and perceptions of respondents. As well, the results of the study were shown in tables. Furthermore, data for the various research questions were analyzed using descriptive statistics, correlation and regression to show relation of variables and perceptions of respondents.

CHAPTER FOUR

ANALYSIS, DISCUSSION AND PRESENTATION OF RESULTS

4. INTRODUCITON

This chapter presents information on primary data collected from respondents on roles of motivation on employee's performance in Africa Humanitarian Action (AHA). The analysis involves the use of a variety of statistical procedures including basic descriptive statistics (e.g. tables and graphs) and in order to substantiate the relationship between the independent and the dependent variables, correlation and multiple regression analysis were conducted by using SPSS 20.0.

4.1. DESCRIPTION OF THE RESULTS

Based on the census conducted 135 questionnaires were distributed and 125 questionnaires were collected and due to the incompleteness of data 3 questionnaires had to be discarded. Finally, 122 questionnaires were considered for the data analysis.

4.1.1. BACKGROUND INFORMATION OF RESPONDENTS

This section shows the gender of the respondents, age bracket, and highest professional qualification attained and the duration spent in Africa Humanitarian Action.

Table 4.1: Background Information of Respondents

| | Bio data | Number of staff | Percentage |
|----------------------------------|-----------------------|-----------------|------------|
| Gender | Male | 81 | 66.4% |
| | Female | 41 | 33.6% |
| Age Range | 18-30years | 57 | 46.7% |
| | 31-40years | 36 | 29.5% |
| | 41-50years | 29 | 23.8% |
| Position | Technician | 28 | 23.0% |
| | Construction Workers | 23 | 18.9% |
| | Site Coordinator | 19 | 15.6% |
| | Project Officer | 21 | 17.2% |
| | Accountant | 15 | 12.3% |
| | Secretary | 5 | 4.1% |
| | Administration Staffs | 6 | 4.9% |
| | Program Coordinator | 5 | 4.1% |
| Educational Qualification | Certificate | 10 | 8.2% |
| | Diploma | 63 | 51.6% |
| | 1st Degree | 41 | 33.6% |
| | Masters Degree | 8 | 6.6% |
| Number of Year/s Served | 6months-1years | 10 | 8.2% |
| | 1-2years | 83 | 68.0% |
| | 2-3years | 23 | 18.9% |
| | 3-5years | 3 | 2.5% |
| | above 5 years | 3 | 2.5% |

Source: Field Survey 2017

From table 4.1, it can be noted that the male employees form the majority by 66.4% while female are represented by 33.6%. This implies that Africa Humanitarian Action is not biased in its employment but rather male dominating over their female counterparts.

Also the table indicates that majority of respondent's i.e 46.7% are within the age group of 18-30 years followed by those in the age group of 31-40 years, i.e 29.5%. This means that Africa Humanitarian Action is having young and energetic people in the service and are ready to serve for long time provided they are motivated enough to stay.

Data of educational qualification of respondents also shows that most of the employees in Africa Humanitarian Action have Diploma and First Degree educational qualifications. This implies that employees within the organization are comparatively educated and equipped with the compulsory skill and ability which is worthy for the organization.

Besides, as described in the above table 4.1, the majority of the respondents were Technician and Constructions Workers. This shows that Africa Humanitarian Action have plenty of technical and lower level staffs. This implies that greater number of responders is occupying the lowest ranks in the organization which indicates that greater proportion of workers had to stay with the organization for some time to reach the higher rank within the organization if the working environment is encouraging to stay.

Moreover, the research revealed that 68% have served the organization for the period of 1-2years. This notifies that most of employees in Africa Humanitarian Action are newly hired, which means there is high staff turnover and employees are generally less familiar with the tasks they are doing and with organization's cultures. Besides, the length of stay could easily determine the level of patriotism in the organization and the feeling of job security.

4.1.2. RESULTS OF DESCRIPTIVE STATISTICS

In this section, the collected data was entered and reported using SPSS. The mean and standard deviation of each motivational factor with respect to respondents opinion was analyzed and presented in the following table.

Accordingly, the mean score <3.39 was considered as low, the mean score from 3.40 - 3.79 was considered as moderate and mean score >3.8 was consider as high as illustrated by comparison bases of mean of score of five point Liker Scale instrument.

Table 4.2: Descriptive Statistics that Measures Intrinsic Motivational Factors

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|----------|----------------|----------------|-------------|-----------------------|
| Average work load Valid N (list wise) | 122 | 1 | 5 | 3.81 | .915 |
| Job Enrichment Valid N (list wise) | | 2 | 5 | 3.70 | .820 |
| The Chance to do something that make use of my abilities Valid N (list wise) | | 2 | 5 | 3.75 | .796 |
| The feeling of accomplishment Valid N (list wise) | | 2 | 5 | 3.84 | .807 |
| Job Security Valid N (list wise) | | 2 | 5 | 3.87 | .813 |
| Good Working Environment Valid N (list wise) | | 2 | 5 | 3.86 | .836 |

Source: Field Survey 2017

As per table 4.2 respondents confirmed as they are highly motivated by some of the above motioned intrinsic motivational factors i.e average work load, the feeling of accomplishment, feeling of job security and good working environment. Thus, these implies that respondents could be motivated and strive achieve better if the management of AHA could provide them with the appropriate intrinsic motivational packages.

Also, the above findings shows that many respondents performs well while they are aware that there is no threat against their job so that they can have free mind to concentrate on assigned tasks. In relation to this (Herzberg 1968) state that when job security is absent could cause dissatisfaction at work.

In addition, respondents were moderately motivated by job enrichment and the chance of using their own abilities on their jobs. This specifies that respondents agreed instead of doing same kind of work, getting the chance to do a variety of job and chance of using their own ability could motivate them to achieve enhanced output.

Table 4.3. Descriptive Statistics that Measures Extrinsic Motivation

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|----------|----------------|----------------|-------------|-----------------------|
| Higher salary Valid N (list wise) | 122 | 1 | 5 | 4.06 | .884 |
| Bonus for Highest Performance Valid N (list wise) | | 1 | 5 | 3.92 | .950 |
| Incentives Valid N (list wise) | | 1 | 5 | 3.89 | .943 |
| Opportunity for Promotion Valid N (list wise) | | 1 | 5 | 3.90 | .940 |
| Opportunity for Self Advancement Valid N (list wise) | | 1 | 5 | 3.91 | 1.012 |

Source: Field Survey 2017

Table 4.3 above demonstrates extrinsic motivational factors such as, higher salary, bonus, incentives; opportunity for promotion and self-advancement could highly motivate respondents.

Thus, in relation to these, it seems to suggest that AHA workers' performances are enhanced by the amount of extrinsic motivational packages they are acquiring and if it is inadequate might contribute to frequent strike and reduction in their performance.

Moreover, a greater number of respondents appreciate opportunity for promotion and self-advancement which means that they want to fulfill their higher-level needs. This is also in line with (Maslow's 1946) hierarchy of needs theory and (Locke 1968) goal setting theory which believes that the intentions to work towards a goal are major sources of worker motivation.

Table 4.4. Descriptive Statistics that verify Motivational Situation in the Organization

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|----------|----------------|----------------|-------------|-----------------------|
| Training and Development Programs Valid N (list wise) | 122 | 1 | 4 | 2.55 | .963 |
| Recognition Valid N (list wise) | | 1 | 4 | 2.52 | .955 |
| The Incentives provided by the organizations' Valid N (list wise) | | 1 | 5 | 2.37 | 1.062 |
| Reward System Valid N (list wise) | | 1 | 5 | 2.22 | 1.102 |
| Communication Flow from Management to lower level Valid N (list wise) | | 1 | 5 | 2.22 | 1.095 |
| Team Work Valid N (list wise) | | 1 | 5 | 2.10 | 1.131 |
| Working Aids/Tools/Equipment Valid N (list wise) | | 1 | 5 | 2.60 | 1.197 |

Source: Field Survey 2017

According to table 4.4, respondents' offered low mean value for the motivational situations practicing within the organization i.e training and development programmes, reward system, communication flow from management to lower level, team work and the working aids/tools/equipment.

Thus, it specifies that most of the respondents are dissatisfied with the motivational situations or practice undertaken by the organization. Besides, the above result confirms the existence of communication barrier and lack of smooth information flow within the organization and absence of team work within the organization. Also, the responds opinion reveled that most of the respondents are dissatisfied with the working aids/tools/equipment make available by the organization. Also, this implies that the staffs are not equipped with the necessary working aids to perform their duties and responsibilities.

Table 4.5. Descriptive Statistics that Measures Roles of Motivation on Employee Performance

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|----------|----------------|----------------|-------------|-----------------------|
| Finalizing the job on time Valid N (list wise) | 122 | 1 | 5 | 4.34 | .896 |
| Staff Turnover Valid N (list wise) | | 2 | 5 | 4.42 | .725 |
| Effectiveness Valid N (list wise) | | 2 | 5 | 4.42 | .725 |
| Commitment Valid N (list wise) | | 2 | 5 | 4.43 | .715 |
| Efficiency Valid N (list wise) | | 2 | 5 | 4.40 | .712 |
| Flexibility Valid N (listwise) | | 2 | 5 | 4.32 | .707 |
| Loyalty to the organization Valid N (list wise) | | 2 | 5 | 4.13 | .802 |

Source: Field Survey 2017

Table 4.5, illustrates respondents opinion on roles of motivation on performance of employee in terms of; finalizing the job on time, staff turnover, effectiveness, commitment, efficiency and on their loyalty to the organization. As a result, it demonstrates that motivation has high effect on employee performance and specifically on the above mentioned factors. Also, this implies that the role of motivation is significant on the overall performance of respondents.

Moreover, since motivation could have influence on employee efficiency and flexibility, thus, if they are not properly motivated, the organization could face difficulty in making any modifications to when, where and how the employee could work to better meet individual and organization needs.

Lastly, the respondents' reaction confirmed that motivation could have consequence on their loyalty to the organization. This means that if

employees are not well motivated they would not be loyal to the organization as a result, they will not take care of their actions and words in relation to their job which could harm their organization instead to prompt the mission and vision of the organization.

4.2. **DIAGNOSIS TESTS**

Before applying regression analysis to assess roles of motivation on employee performance, some tests were conducted in order to ensure the appropriateness of data to assumptions regression analysis as follows;-

4.2.1. **MULTICOLLINEARITY TEST**

In this section the correlation between employee performance and independent variables; intrinsic motivational factors, extrinsic motivational factors and motivational situation within the organization have been presented and analyzed. A correlation matrix is used to ensure the correlation between dependent and independent variables.

Table 4.6 : Correlation Matrix

| | | Motivational Situation | Intrinsic Motivation | Extrinsic Motivations | Employees Performance |
|------------------------|---------------------|------------------------|----------------------|-----------------------|-----------------------|
| Motivational Situation | Pearson Correlation | 1 | 1.000** | .432** | .432** |
| | Sig. (2-tailed) | | .000 | .031 | .000 |
| Intrinsic Motivation | Pearson Correlation | 1.000** | 1 | .432* | .432** |
| | Sig. (2-tailed) | .000 | | .031 | .000 |
| Extrinsic Motivations | Pearson Correlation | .432* | .432* | 1 | .558** |
| | Sig. (2-tailed) | .031 | .031 | | .000 |
| Employees Performance | Pearson Correlation | .432** | .432** | .558** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 122 | 122 | 122 | 122 |

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

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

Source: Questionnaires and SPSS output (2017)

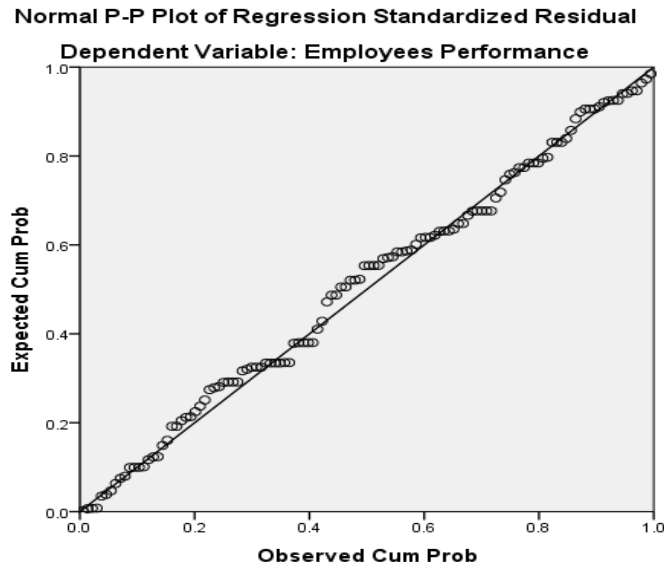
According to (Lewis-Beck 1993) suggestion in order to find out the multicollinearity problem, the bivariate correlations among the independent variables should be examined and the existence of correlation of about 0.8 or

larger indicates a problem of multicollinearity. Also, (Hair et al. 2006) argued that correlation coefficient below 0.9 may not cause serious multicollinearity problem. Additionally, (Cooper & Schendlar 2009) suggested that a correlation above 0.8 should be corrected for.

Thus, the results in the above correlation matrix table 4.10, shows that the highest correlation of 0.558 which is between responsiveness and security. Since there is no correlation above 0.8 in this study according to (Cooper & Schendlar 2009), it can be concluded in this study that there is no problem of multicollinearity, thus enhanced the reliability for regression analysis. Therefore, it can be concluded that in this study that there is no problem of multicollinearity or the results showed that the problem of multicollinearity did not exist between variables in the model. Hence all the variables were retained for use in the estimations.

4.2.2. LINEARITY TEST

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. To determine whether the relationship between the dependent variable customer satisfaction and the independent variables; intrinsic motivation, extrinsic motivations and motivational situations is linear; plots of the regression residuals through SPSS software had been used.

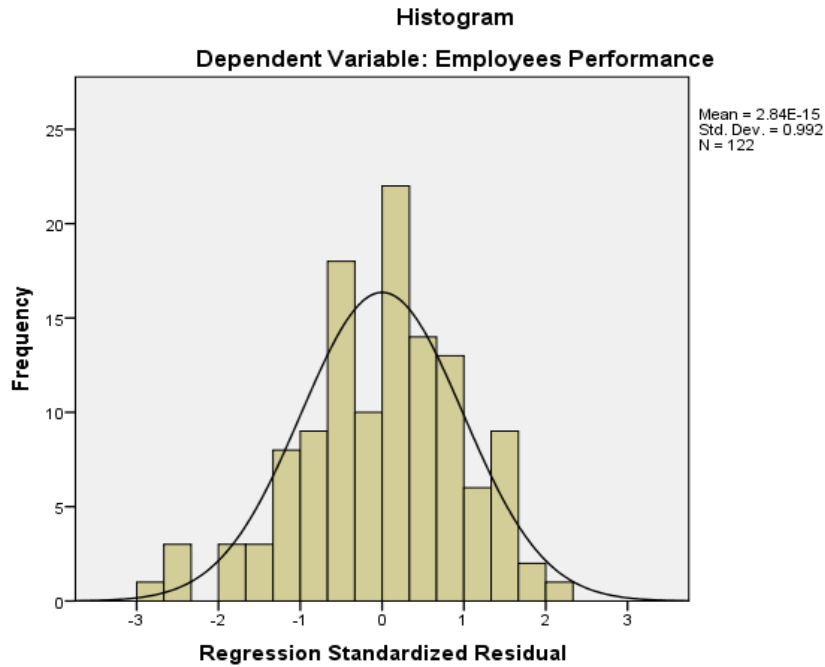
Figure 4: Normal Point Plot of Standardized Residual

Source: Questionnaires and SPSS Output (2017)

The scatter plot of residuals shows no large difference in the spread of the residuals as you look from left to right on figure 6. This result suggests the relationship we are trying to predict is linear. Similarly, the above figure shows the normal distribution of residuals around its mean of zero. Hence the normality assumption is fulfilled as required based on the above figure, it is possible to conclude that the inferences that the researcher will made about the population parameter from the sample is somewhat valid.

4.2.3. NORMALITY TEST

Figure 5, shows the frequency distribution of the standardized residuals compared to a normal distribution. As you can see, although there are some residuals (e.g., those occurring around 0) that are relatively far away from the curve, many of the residuals are fairly close. Moreover, the histogram is bell shaped which lead to infer that the residual (disturbance or errors) are normally distributed. Thus, no violations of the assumption normally distributed error term.

Figure 5: Frequency Distribution of Standardized Residual

Source: Questionnaires and SPSS Output (2017)

Thus, from an examination of the information presented in all the three tests the researcher concludes that there are no significant data problems that would lead to say the assumptions of classical multiple regressions have been seriously violated.

4.3. INFERENTIAL ANALYSIS

Inferential statistics allow researchers to infer from the data through analysis the relationship between two variables; differences in a variable among different subgroups; and how several independent variables might explain the variance in a dependent variable. (Sekaran 2000). Therefore, the inferential statistical methods that are used for the study are explained as follows;-

4.3.1. THE PEARSON CORRELATION ANALYSIS

Correlation means relationship between two variables. It measures the degree to which two sets of data are related. Higher correlation value indicates stronger relationship between both sets of data. (Coetzee 2003). Thus, correlation analysis is used to show the strength of the association between the variables involved. Inter-correlations coefficients are

calculated by using the Pearson's Product Moment. (Alwadei 2010). He also state that the output of correlation matrix can be the correlation coefficient that lies between -1 and +1 within this framework, a correlation coefficient of +1 indicates a perfect positive relationship, and a correlation coefficient of -1 indicates a perfect negative relationship; whereas a coefficient of 0 indicates no liner relationship.

Table 4.7: Correlation between Motivational Factors and Employee Performance

| | | Motivational Factors | Employee Performance |
|-------------------------|---------------------|----------------------|----------------------|
| Intrinsic Motivation | Pearson Correlation | 1 | .423** |
| | Sig. (2-tailed) | | .000 |
| Employee Performance | Pearson Correlation | .423** | 1 |
| | Sig. (2-tailed) | .000 | |
| Extrinsic Motivation | Pearson Correlation | 1 | .558** |
| | Sig. (2-tailed) | | .000 |
| Employee Performance | Pearson Correlation | .558** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 122 | 122 |
| Employees Performance | Pearson Correlation | 1 | .432** |
| | Sig. (2-tailed) | | .000 |
| | N | 122 | 122 |
| Motivational Situations | Pearson Correlation | .432** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 122 | 122 |

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

Source: Field Survey 2017

Table 4.7, explained the correlations between intrinsic and extrinsic motivational factors, motivational situations and employee performance. Therefore, positive and significant correlation exists between the above mentioned three variables with a correlation coefficient of 0.423, .558 and .432 respectively. Consequently, the result indicates that the correlations are positive and significant. (Alwadael 2010)

Besides, the relationship between the dependent and independent variables are positively and significantly related and the correlation coefficient is positive and significant. As well, the result confirms the existence of substantial association between the two variables.

Also according to the correlation result, the reality positive coefficient means that there is a direct relationship between dependent and independent variable. Thus, when motivational situations are satisfactory then employee performance will be enhanced and the vice versa. Therefore, both intrinsic and extrinsic motivational factors are important predictors of employee performance in Africa Humanitarian Action. Furthermore, the results of correlation analysis proved the research problem.

4.3.2. MULTIPLE REGRESSION ANALYSIS

Multiple regression analysis takes into account the inter-correlations among all variables involved. This method also takes into account the correlations among the predictor scores. Also, in multiple regression analysis more than one predictor is jointly regressed against the criterion variable, (Cohen & Swerdlik 2002). In this study, multiple regressions are used to investigate roles of intrinsic, extrinsic motivations and motivational situation on employee’s performance.

Table 4.8. Regression Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .674 ^a | .544 | .440 | .490 |

Source: Field Survey 2017

Table 4.8, the result of the multiple regression analysis shows that the independent variable (Intrinsic and Extrinsic Motivational Factors and Motivational Situations in the organizations’) and dependent variable (Employee Performance) is given by .674. Additionally, R and R square value of the multiple regression is given by .674 and .544 respectively. This is interpreted as 67% of variation in employee performance is due to the

above mentioned dependent variables, while 33% of variation in employee performance can be attributed to other variables which are not considered in this study.

Table 4.9: Regression Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 1.698 | .289 | | 5.885 | .000 |
| Intrinsic Motivation | .350 | .075 | .332 | 4.687 | .000 |
| Extrinsic Motivations | .499 | .044 | .291 | 6.646 | .000 |
| Motivational Situations | .123 | .060 | .143 | 2.041 | .044 |

Source: Field Survey 2017

Furthermore, from the above table 4.9, it can be learnt that the highly motivated with intrinsic motivational factors, the higher employee performance will be (Beta = 0.332). As well, t-value (4.687) or P-value (0.000) for intrinsic motivation is considered, which means t-value is in between the normal curve (i.e -1.96 - 1.96) or P-value < 0.05 respectively, thus, the coefficient is significant. Thus it could significant.

Similarly, the coefficient of extrinsic motivation variable is 0.291, this implies that extrinsic motivation is positively related with employees' performance. Besides, looking at the P-value, i.e. .000, it can be understood that the coefficient is significant, which means extrinsic motivation has high effect on employees' performance.

Moreover, the coefficient of motivational situation variable is 0.143, this implies that motivational situation is positively related with employees' performance. Besides, looking at the P-value = 0.044 which is < .05, thus, this means motivational situations has high effect on employees' performance.

4.4. RELIABILITY ANALYSIS OF VARIABLES.

This analysis is very important to check the assurance of the study from different respondents. In reliability, the researcher checked the Cronbach's Alpha of every variable separately. Thus, result of every variable is as follows:-

Table 4.10: Reliability of Measurement Instruments

| Factors | No of Items | Cronbach's Alpha result |
|-------------------------|--------------------|--------------------------------|
| Intrinsic Motivation | 6 | .777 |
| Extrinsic Motivation | 5 | .978 |
| Motivational Situations | 7 | .912 |
| Employee Performance | 7 | .926 |

Source: Field Survey 2017

By seeing the table 4.10, it could be conclude that all variables have Cronbach's alpha more than the limit of reliability i.e 0,7. Thus, every variable is acceptable and their reliability is ideal for further results as well, all the 25 items of different variables are valid and much suitable to measure the roles of motivation on employee performance, in the case of Africa Humanitarian Action.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5. INTRODUCTION

The chapter is based on the findings of the preceding chapter, objectives of the study and the research questions that were to be answered by the study. This chapter is divided into four sections. The first section presents a summary of the research findings, the second part presents conclusion, and the third contains recommendations and lastly suggestions for further research.

5.1. SUMMARY OF FINDINGS

The summary of findings is organized around the questionnaire which was based on the research objectives of the study. The quantitative designs were employed in conducting the study and first hand data using was collected using questionnaire.

Most of the literature reviewed by the study on motivation and employee theory and practice concentrated on various theories regarding human nature in general and employee motivation in particular.

Accordingly, respondents who participated in the survey were asked varied questions in relation to intrinsic and extrinsic motivational factors, the motivational situations being practiced within Africa Humanitarian Action and roles of motivation on employee performance. Thus, the results of the study and its interpretation revealed that;

5.1.1. Roles of Intrinsic Motivational Factors on Employees

Intrinsic factors entail so many things in this context. It had to do with average work load, feeling of accomplishment, job security, feeling of accomplishment, job enrichment, good working environment are some among others.

On the intrinsic factors that motivate employees, majority of the respondents agreed that average work load are highly motivates them and

at the same time the job enrichment and doing something that makes use of their abilities are moderate sources of motivation for them.

The findings of the survey also confirmed that the feeling of accomplishment they get from the job, job security and good working environment are the major sources of employee motivation. Macclend theory is in support of the view that, at certain point, money is not all but rather than recognition from managers is paramount. Therefore, as per the respondents confirmation since they are motivated by the above mentioned intrinsic factors the absence of such factors could be the major source of their demotivation.

Moreover, the role of intrinsic motivations are significant to employees as well as to institutions in today's highly competitive business environment since intrinsically motivated employees will perform better and, therefore, be more productive, and also because satisfied employees will remain loyal to their institution and feel no pressure or need to move to a different institution. (Dessler 2008)

5.1.2. Roles of Extrinsic Motivational Factors on Employee Performance

From the study a majority of the respondents felt that extrinsic motivational factors are truly a motivator and has significant role in their output level. In relation to these, the study reveals most of the respondents were in agreement that higher salary, bonus for highest performance and incentives offered by the organization were another major source of motivation for them. A further finding was that employees will be motivated if the organization provides advancement and promotion opportunity to aspire to wherever they want to reach their personal aspirations.

This issue is also reinforced by (Vrooms 1964) Expectancy theory, it articulates that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance

appraisal and that this shall result into realization of personal goal in the form of some reward.

Furthermore, it can therefore be concluded that for the employees to be motivated and achieve enhance output; they ought to be provided by extrinsic rewards. This analysis also concurs with Fredrick Herzberg's two factor theory in which he investigated factors that led to extreme job satisfaction and extreme dissatisfaction.

5.1.3. Motivational Situations practice within Africa Humanitarian Action

From the study a majority of the respondents sensed dissatisfied with the motivational situations being implemented within the organization such as, training and development program, recognition, incentives provided by the organization, reward system, communication from management to lower level, team work and working aids/tools/equipment.

Moreover, the study revealed the availability of insufficient training and development practices within the organization. Also, almost all respondents were dissatisfied with the communication flow and with the working equipments. As a result, the study result provided the researcher with a confirmation on the existence of problem related with employee motivation within Africa Humanitarian Action and absence of tangible motivational strategy. Thus, this implies that without having official motivational strategy it could be challenging to motivate employees to complete their duties at a satisfactory level. Also, employees who do not have the drive to succeed in the organization adversely impact others in the workplace, which can also directly affect the success of the organization. Moreover, dissatisfaction in the office environment, will leading to no employee motivation, can cause negative consequences.

Generally, in line with the objectives and research question, most of Africa Humanitarian Action employees are not satisfied with the motivational situations in place as things stands now. This means that

the motivational situations and strategies are ineffective in making staff satisfied.

5.1.4. Roles of Motivation on Employee Performance

The study reveals that respondents agreed that the roles of motivations are significant and could affect their individual as well as the performance of the organization in general. Accordingly to the research findings lack of motivation could have highest effect on finalizing their work on time, increase staff turnover and decrease employee effectiveness, commitment, efficiency and flexibility. Similarly, large number respondents confirm that lack of motivation could influence their loyalty to the organization, which means that the company's corporate secret could be exposed to competitors as a result the company may drop its power. Also they do not take care for the company's resources and they will even intentionally misuse the resource.

In general, the study results agree with the findings by Herzberg's that provides a strong link between motivation and performance of employees such as, the sense of job security within a position or organization as a whole relates to employee dissatisfaction and poor performance.

5.2. CONCLUSIONS

From the study findings and based on the objectives of the study, it can be concluded that both intrinsic and extrinsic motivational factors combined with favorable motivational situations have significant effect on respondents performance. Therefore, there is relationship between motivation and performance and motivation does have significant roles on employees' performance. Thus, according to (Maslow's 1946) hierarchy of need theory respondents' respective lower level individual need should be identified first to motivate them in order to carry out their duties and responsibility accurately and on timely basis.

Also, the views shared by the respondents implied that the employees of Africa Humanitarian Action are not only enthused and enticed by juicy

incentives and fat salaries given by management with the objective of coercing them to increase performance but their personal development for the future with respect to furthering their education and achieving their aim in life has also one of the critical factors for them to perform at their maximum best.

Accordingly, employees as key as they are to the organizations' needs to know what is potentially ahead of them, the opportunities there are for growth and development. Thus, fair promotion is given due importance because it is an effective management tool and the execution of which is essential to increase the employee confidence and interest in job and improve the overall productivity of the organization. This also agree with (Vroom 1969) expectancy theory, that an employee will be motivated to exert a high level of effort when he/she believes that effort will lead to a good performance appraisal, followed by organization rewards such as promotion which later satisfy personal goals.

Moreover, from the study findings it was confirmed the role of motivation on employee performances are significant and positive. Particularly, the correlations results indicated that there is positive and significant relationship between intrinsic and extrinsic motivations and employee performance. The study result also revealed motivational situations had significant role on determining the level of employee performance.

It could therefore be concluded that Africa Humanitarian Action employee could enjoy both the intrinsic and extrinsic motivational packages in order to enhance their performance. Thus, management had to put in place both the Maslow and Macllend theories and ensure that all employees are well to give out their best to achieve the organizations' targets.

In view of that, it is the universal perception that every employee works for money in return but they also work because they have personal goals to achieve. There had been numerous studies sharing a contradictory opinion to this particular finding. (Maslow 1943) claimed that employees work to survive

and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in society, to have a sense of identity, and most especially to have job satisfaction. (Taylor 1911) siding with Maslow reiterated that the most important motivator of workers is salaries and wages when he claimed that non-monetary rewards breeds low productivity. He continued by saying that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more. Thus, tangible compensation plan is critical to motivate and keeping employees.

Normally all these findings put together and reporting the view of respondents shows that indeed the roles of motivation on employee performance at the workplace are significant as all the variables studied pointed to the fact that the way employees feel about themselves, their work and treated by management goes a long way to determine their output.

Moreover, from the study, it may be concluded that the low motivation among the employees can be attributed to the low performance in the eyes of respondents and that an increase in staff motivation through adequate motivational packages and strategies can have a tremendous positive and major impact on staff performance.

5.3. RECOMMENDATIONS

The following recommendations are made based on the research findings:

- The study has revealed that higher salary, promotion and opportunity for advancement are the major motivational factors for the respondents. It is therefore recommended that Africa Humanitarian action come out with revised and improved guidelines on how promotion and self-development opportunity could be avail to employees. Besides, good performance should be acknowledged, evaluated and rewarded in an unbiased manner in order to motivate the employees to the maximum extent.

- Furthermore, it is recommended that AHA management should consider as a matter of urgency, the need to make adjustment in wages and salaries which will go a long way to reduce the high incidence of labour turnover and demotivation.
- Consequently the management should be keen to have good scheme for rewarding, like on good performance by some employees and not across the board. Again it was felt that monetary rewards should not be predictable in terms of timings and how much so that it is better appreciated when it is given.
- Thus, staff development to enhance performance and promote self-fulfillment and actualization should be encouraged as a matter of deliberate policy by Africa Humanitarian Action managements. As well management should set career advancement paths within the organization to promote within rather look out for talent outside.
- Also, job security should be of top priority to management to ensure the retention of their hardworking and experience employees since high staff turnover is the overwhelming problem in the organization.
- Besides that, working aids/tools must be provided by the manager and ideas from employees should be objectively evaluated and if relevant, used to assist operations and push each project coordination offices to achieve its performance target.
- Moreover, the management has to take note of the various motivational situations assessed in the study so as to improve employee performance, ensure an efficient information flow from management to lower level employees, ensure the proper and efficient functioning of working aids/tools/equipment's. Thus, the communication flow between management and the lower level should be reviewed for effectiveness and efficiency. As well, the management should make sure that staff gets the

information they need in a timely manner and through the appropriate communication channel.

In general, the researcher hopes enthusiastically that if management of Africa Humanitarian Action makes desperate efforts and commitment to implement the aforementioned considerations, it will help improve the organizations performance and enhance its role in humanitarian activities for the good of the employees and its beneficiaries.

5.4. AREAS FOR FURTHER RESEARCH

The researcher could not study satisfactorily on all areas of this topic and therefore recommends the following areas for future investigations.

- Determinates of employee performance other than motivational factors should be researched
- Generally, it is very pertinent at this juncture to suggest that more research should be conducted on the relationship and roles of motivation on employees' performance using many private and public organizations. Thus, it is important for further studies to be carried out in order to do justice to all the factors that influence workers performance. With the limitations identified above, the ability to generalize the result of this study is restricted

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APPENDIX

**SCHOOL OF GRADUATES STUDIES OF ADDIS ABEBA UNIVERSITY COLLEGE OF BUSINESS
AND ECONOMICS SCHOOL OF COMMERCE**

QUESTIONNAIRES

This study is being conducted as part of the Partial Fulfillment for the Requirement of Masters' Degree in Human Resource Management

The research topic is **“ROLES OF MOTIVATION ON EMPLOYEE PERFORMANCE: IN THE CASE OF AFRICA HUMANITARIAN ACTION”**

The information you provide will therefore be used for academic purposes only and will be treated with confidentiality. Thus, please try to answer the following questions with due care.

**SECTION A
PERSONAL DATA**

Please complete this section by ticking the applicable box

1. Gender

Male

Female

2. Age

18 – 30years

31-40 years

41 – 50years

51 – 60 Years

3. Educational Qualification

Certificate

Diploma

1st Degree

Masters' Degree

4. Your Current Position

Technician

Engineer

Site coordinator

Project Officer

Accountant

Secretary

HR Manager

Program Coordinator

5. Since how many years you have been working in this organization?

a. 6 months - 5 Years

b. 5-10 Years

c. 10-15 Years

d. More than 15 Years

SECTION B

ROLES OF INTERINSIC MOTIVATION ON EMPLOYEE PERFORMANCE

Do you think that the under listed Intrinsic factors motivates you to perform better in your job. Please rate your responses (on a scale of 1 to 5).

- | | |
|------------------------|----------------------|
| 5. Extremely Motivated | 2.Somewhat Motivated |
| 4. Very Motivated | 1. Not Motivated |
| 3. Motivated | |

| NO | Factors | Extremely Motivated (5) | Very Motivated (4) | Motivated (3) | Somewhat Motivation (2) | Not Motivated (1) |
|----|---|-------------------------|--------------------|---------------|-------------------------|-------------------|
| 1 | Average work load | | | | | |
| 2 | Job Enrichment | | | | | |
| 3 | The chance to do something that makes use of my abilities | | | | | |
| 4 | The feeling of accomplishment I get from the job | | | | | |
| 5 | Job Security | | | | | |
| 6 | Good Working environment | | | | | |

SECTION C

ROLES OF EXTERINSIC MOTIVATION ON EMPLOYEE PERFORMANCE

Do you think that the under listed Extrinsic factors motivates you to perform better in your job. Please rate your responses (on a scale of 1 to 5)

5= Extremely Motivated

4 = Very Motivated

3 = Motivated

2 = Somewhat Motivated

1 = Not Motivated

| No | Factors | Extremely Motivated (5) | Very Motivated(4) | Motivate(3) | Somewhat Motivated(2) | Not Motivated(1) |
|----|---|-------------------------------|----------------------|-------------|------------------------------|---------------------|
| 1 | Higher Salary | | | | | |
| 2 | Bonus for highest performance | | | | | |
| 3 | The incentives provided by the Organization | | | | | |
| 4 | Opportunity for promotion | | | | | |
| 5 | Opportunity for self-advancement | | | | | |

SECTION D

MOTIVATIONAL SITUATION PRACTICE WITHIN THE ORGANIZATION

Rank your level of satisfaction to these motivational factors in your organization. Where;

- 1= very dissatisfied 2=dissatisfied
- 3= neutral/unsure 4=satisfied
- 5=very satisfied

Comment where necessary Tick where appropriate.

| No | Situations | Very Satisfied (5) | Satisfied (4) | Neutral/unsure (3) | Dissatisfied (2) | Very dissatisfied (1) |
|----|---|--------------------|---------------|--------------------|------------------|-----------------------|
| 1 | Training and Development Programs | | | | | |
| 2 | Recognition | | | | | |
| 3 | The incentives provided by the Organization | | | | | |
| 4 | Reward System | | | | | |
| 5 | Communication Flow From Management to lower level | | | | | |
| 6 | Teamwork | | | | | |
| 7 | Working aids/tools/equipment | | | | | |

SECTION E

ROLES OF MOTIVATION ON THE EMPLOYEE PERFORMANCE

In your view what is the effect of Motivation on AHA’s performance in the following areas. Please rate your responses.(on a scale of 1 to 5)

- 5. =Very High 2. =Average
- 4. =High 1.=Very Low
- 3. =Satisfied

| NO | Factors | Very High (5) | High (4) | Average (3) | Low (2) | Very Low (1) |
|-----------|-----------------------------|----------------------|-----------------|--------------------|----------------|---------------------|
| 1 | Finalizing the job on time | | | | | |
| 2 | Turn Over | | | | | |
| 3 | Effectiveness | | | | | |
| 4 | Commitment | | | | | |
| 5 | Efficiency | | | | | |
| 6 | Flexibility | | | | | |
| 7 | Loyalty to the organization | | | | | |

This is the end of the questionnaire. Thank you for your time.