

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT



**FACTORS AFFECTING EMPLOYEE MOTIVATION: THE CASE OF
DEUTSCHE GESELLSCHAFT FUR INTERNATIONALE
ZUSAMMENARBEIT (GIZ) ETHIOPIA**

*A Thesis Submitted to the Office of Graduate Studies in Partial Fulfillment of the
Requirements for Master of Arts in Human Resource Management*

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DECLARATION

I, Tolosa Adere Alemu, declare that this thesis entitled “**Factors Affecting Employee Motivation: The Case of Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) Ethiopia**” is my original work, prepared under the guidance of Abeba Beyene (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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Letter of Certification

This is to certify that Tolosa Adere has carried out his thesis on the topic entitled: “Factors Affecting Employee Motivation: The case of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Ethiopia” under my guidance. This work is original in nature and suitable for the award of Master of Arts Degree in Human Resource Management.

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Abstract

A well-motivated staff influences the efficiency and business continuity of an organization by committing him/herself to the achievement of organizational goals. The main objective of this study is to examine factors affecting employee motivation in GIZ Ethiopia for national staff whose duty station is based in Addis. This study examined Perceived Autonomy, Job Satisfaction, Work-Life Balance, Employee Well-Being, Training, and Monetary Incentive as factors affecting employee motivation. A mixed research approach was employed to answer the research questions and the study was done based on primary and secondary data sources. Quantitative data was gathered using survey questionnaire and a total of 121 respondents completed the questionnaires. To triangulate and better generalize the findings of the quantitative data, three virtual interview sessions (via MS Teams considering COVID-19 SOP) were conducted with selected Managers and Head of Unit and narrative analysis was applied. Descriptive and inferential statistics with SPSS version 23 was used to analyze the responses to find out the relationship between the independent and the dependent variables. The findings from correlation analysis revealed that five of the selected dependent variables have a weak positive correlation with Employee Motivation whereas Work-Life Balance has a weak negative correlation. On the other hand, the result from regression analysis shows that Employee Well-Being and Monetary Incentive are significant factors affecting Employee Motivation while Perceived Autonomy and Training are not significant factors affecting Employee Motivation in this company. Job Satisfaction and Work-Life Balance are not significant positive factors affecting Employee Motivation. In general, 30.40% changes in the dependent variable is because of changes in the independent variable while the remaining variance is explained by other factors. Moreover, the findings from qualitative data analysis indicates that good leadership, better relationship, professional teams, reputation GIZ has worldwide, working environment, promotion, salary, empowerment, recognition, job security and employee safety are mentioned as factors affecting Employee Motivation and employees value more reputation of GIZ and better relationship mainly as it gives them internal satisfaction. Majority of the employees wish salary scale, empowerment, promotion, performance assessment rating, recognition, housing allowance and school fee coverage to be included or amended to more motivate the national staff.

Keywords: Motivation, Work- Life Balance, Perceived Autonomy, Job Satisfaction, Employee Well-being, Training, Monetary Incentive.

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Dedication

To my dearly loved golden mother, Tirunesh Hordofa, from whom I have learned more in my life than one could imagine. Mom, you are a special and a lot to me. You are always alive in my heart and I am caring for you as usual though you left us. I will never forget you until my final breath is off.

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List of Acronyms and Abbreviations

EnDev - Energising Development Ethiopia

GIZ- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

SAP-HR Application (for National Personnel)

SOP-Standard Operating Procedure

SPSS- IBM Statistical Package for Social Science

SURED- Sustainable Use of Rehabilitated Land for Economic Development

WLB-Work-Life Balance

CHAPTER ONE

INTRODUCTION

This section provides brief background information about the research topic under study. It includes statement of the problem, research objectives, research questions of the study, significance of the study, scope of the study, limitation of the study, operational definitions and organization of the research are all covered.

1.1 Background of the Study

The term motivation is derived from the Latin word *movere*, which means “to move” (Tansky, 2003). According to Luthans, (1998), motivation represents the process that arouses, energizes, directs, and sustains behavior and performance. Bartol and Martin (1998) define motivation as a force that energizes behavior, gives direction to behavior, and underlies the tendency to persist. Reinholt, (2006) argues that motivational organizational science research has long been polarized into two major positions; extrinsic and extrinsic motivation. Following the Hawthorne Studies conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973), motivation of employees become the primary focus of managers (Bedeian, 1993).

Prior to this study, organizations used to consider their employees just an input to the production of the business and this study has totally changed this way of thinking and concluded that employees are not just assets, they are the main contributors and affective factors for business production. Moreover, the study found that employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973).

Steers and Porter (1987) stated that work motivation is a factor that changes employee’s way of working and behavior. Allscheid & Cellar (1996) also specified that to be good in anything in the workplace, the only talent required is motivation. Well-defined motivation is kind of force

which pushes employees to do things which is a result of the individual needs being satisfied so that they have the inspiration to complete and proceed with the task (Hislop,2003).

Employee Motivation is affected by many factors such as training, monetary incentives, job satisfaction, job transfer, promotion, working conditions, achievement, appreciation, recognition, job security and social opportunities (Sekhar, et. al 2013).

Motivated employees are required in the everchanging changing workplaces and markets. They can help organizations survive by performing the job and work required with their full latent; hence employees will be more productive (Yongsun, Barbara, and Christy, 2002).

Today's jobs have changed dramatically and are different from those of only a generation ago thus requiring much more initiative, creativity, judgment and different kind of employees motivation methods (Thomas, 2009).

Hence, without proper and timely employee motivation in place, organizations will not exclusively attain their mission and objectives as well. The study aims at assessing factors affecting Employee Motivation at GIZ Ethiopia. Thus , Perceived Autonomy, Job Satisfaction, Work-Life Balance, Employee Well-Being, Training and Monetary Incentive are selected as independent variables.

1.2 Statement of the Problem

Well motivated employees would influence the efficiency of the organization and could lead to achieving the organization's vision and goals (Hussin, 2011). Employees have both a mind and a spirit and seek to find meaning and purpose in their work, and an aspiration to be part of a community, hence making their jobs worthwhile and motivating them to do at a high level with a view to personal and social development (Ashmos & Duchon, 2000).

In a complex and dynamic business environment, leaders used to create an environment in which employee feel trusted and are empowered to take decisions which enhances motivation level of employees. If employees are provided with right motivation technique at right time, their morale and confidence go up and had a direct positive impact on individual performance and organizational performance (Sekhar, et. al 2013).

GIZ Ethiopia claims that human resource is the most valuable assets it has and hence it provides both financial and non-financial benefits to motivate its national staff. There is a clear employee motivation policy for financial motivation but the policy on the non-financial motivation mechanism is not comprehensive and lacks to describe issues in detail as that of the financial policy (Dynamic Employment Handbook GIZ Ethiopia version 5.0).

According to the HR Database X/shared folder, in 2020/21, a total of 98 staff are terminated. This figure includes both functional and dysfunctional termination as well as those who terminate their contract of employment with their project mainly to be transferred to other program/project/country office.

Moreover, employees have been complaining about the inadequacy of the existing financial motivation mechanisms comparing it with other similar organizations operating in Addis Ababa. The tangible evidence for one of those formal complaints are raised at the annual national staff meeting ([link](#)) session held on August 27,2020 with the country director whereby employees have requested for salary increment. Same question was raised at the National Personnel Representatives Committee info session held on October 20,2020. There are also similar frequent questions from the employees to the respective cluster Human Resource Officers.

Furthermore, after qualifying for a vacant position via competition some of the employees reject the offer to be transferred from one program to the other. They claim that the 10% salary

increment due to higher value task and additional responsibility is low. These are some of the indicators of problems.

The consequences of the complaint are that experienced staff qualified for a new position will refrain to be transferred and are less motivated to take higher responsibility which could lead to termination.

As far as the information the researcher has from senior Human Resource Department staff is concerned, no prior research was done on factors affecting employee motivation at this company. The researcher is interested in what factors are affecting Employee Motivation in GIZ. Therefore, the purpose of this study is to identify factors affecting Employee Motivation for national staff of GIZ Ethiopia who are working in Addis Ababa.

1.3 Research Objective

1.3.1 General Research Objective

The general objective of this study is to investigate factors affecting employee motivation in GIZ Ethiopia.

1.3.2 Specific Research Objectives

The following are the specific objectives of the study:

1. To find out whether perceived autonomy affects employee motivation.
2. To determine if job satisfaction affects employee motivation.
3. To examine whether work-life balance affects employee motivation.
4. To identify whether employee well-being affects employee motivation.
5. To identify whether training affects employee motivation.
6. To determine if monetary incentive affects employee motivation.

1.4 Research Questions

To deal with the problem statement, this study has addressed and investigated the following research questions:

1. What is the effect of Perceived Autonomy on Employee Motivation?
2. What is the effect of Job Satisfaction on Employee Motivation?
3. What is the effect of Work-Life Balance on Employee Motivation?
4. What is the effect of Employee Well-Being on Employee Motivation?
5. What is the effect of Training on Employee Motivation?
6. What is the effect of Monetary Incentive on Employee Motivation?
7. What is the combined effect of the independent variables on the dependent variable, Employee Motivation?

1.5 Significance of the Study

This study gives an overall insight regarding factors affecting employee motivation. The result of this study is believed to have tremendous contributions to the management teams and national staff of GIZ Ethiopia and other organs interested to conduct further research on employee motivation. Specifically, the study has the following relevance:

- It provides valuable inputs to the Management Team and Human Resource Department on factors affecting employee motivation which could serve as a benchmark to evaluate the existing employee motivations methods.
- inspire the staff on how to be motivated at work balancing the demands of work and family while contributing to business continuity.

- this research can initiate interested researchers to explore the area further as it serves as stepping stone for other research in the area .
- the study contributes to the current literature in the field of Employee Motivation in the context of international firms operating in Ethiopia.

1.6 Scope of the Study

From conceptual scope point of view, the researcher has intended to identify the factors affecting employee motivation. Although there are a variety of definitions for Employee Motivation, in this paper it is conceptualized as the willingness of an individual to put forth high levels of effort toward organization goals while simultaneously satisfying his or her needs (Armstrong, 2006). In addition, though many factors affect employee motivation, in this study six independent variables are identified as factors affecting Employee Motivation: Perceived Autonomy, Job Satisfaction, Work-Life Balance, Employee Well-being, Training and Monetary Incentive are covered.

Geographical scope of the study is limited to all GIZ Ethiopia national staff whose duty station is based in Addis Ababa. This includes those found at different programs and projects including GIZ Ethiopia Country Office staff.

Methodological scope wise, the researcher has used mixed research, that is, both quantitative and qualitative research. This is mainly because the nature of data analysis calls for application of both. The target respondents are national staff members whose band levels are from 2-6 which excludes Drivers, Facilitators, Guards, Cleaners, Messengers, and Housekeepers. Therefore, Junior Officers, Officers, Advisors, Coordinators, Experts, Team Leaders, Managers, Heads (Department, program and project) are included thus making it all inclusive.

The time scope of the study covers the period from September 2020 to May 2021G.C. during which the primary and secondary data are collected and analyzed.

1.7 Limitation of the Study

The study is all about GIZ Ethiopian national personnel whose job band is greater or equal to 2 and working at programs, projects or country office located in Addis Ababa. Thus, it excludes both Ethiopian national staff with band level 1 working in Addis Ababa and all other staff with band 2-6 working at regions. Had both been included in the study, it would have increased the generalizability of the study about the whole population.

Secondly, though their duty station is based in Addis, the study had excluded all those national staff working on piecework/temporary basis, national staff working for International Service program of GIZ and all international staff seconded to Ethiopia. Moreover, Employee Motivation is a very comprehensive and dynamic concept that could be affected by many factors. Hence, not including many more variables than those mentioned in the study is another limitation.

1.8 Operational Definition

Motivation: It refers to the willingness of an individual to put forth high levels of effort toward organization goals while simultaneously satisfying his or her needs (Armstrong, 2006).

Work-Life Balance: It is about an individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities (Kallitath & Brough, 2008:326).

Perceived Autonomy: It refers to the degree to which an individual perceives his or her actions because of his or her own free will, without external interference in a certain situation (Yoonhyuk, 2011, p. 497).

Job Satisfaction: A positive feeling about one's job resulting from an evaluation of its characteristics (Robbins & Judge, 2013:75).

Employee Well-being: the feelings of satisfaction and happiness arising from the work environment (Cartwright & Cooper, 2009).

Training: It refers to a continuous development of an employee's attitude, knowledge and skills which are important for adequately performing certain job duties (Armstrong, 2001).

Monetary incentives: A reward for employees because of their creditable performance at work through money which includes salary, wages, allowance, bonus, profit sharing, stock options, and insurance program (Cole, 1997; Ballentine, et al, 2012)

1.9. Organization of the Research

This research is organized into five chapters. The first chapter contains introduction which includes background of the study, statement of the problem, objective of the study, research questions, significance of the study, scope of the study, limitations of the study and definition of terms. The second chapter reviews theoretical and empirical studies including conceptual framework of the study. The third chapter presents research design and methodology applied to the study and discusses research design, sampling technique, data collection and analysis tools and procedures. The fourth chapter deals with research findings with detailed data presentation, analysis and interpretation. The final chapter discusses conclusions and recommendations based on the findings of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

The concept of employee motivation and the contributing factors have been in the literature for almost a century (Dickson, 1973). Nowadays, has got greater emphasis as employee motivation methods at the work place is changed. Body of literature supports that there are different factors affecting employee motivation among which are employee well-being, perceived autonomy, work-life balance, job satisfaction, training and monetary incentives. This chapter deals with the arguments highlighted in the literature concerning employee motivation and factors affecting it. It covers theoretical literature review, empirical literature review, and the theoretical framework of the study.

2.1. Theoretical Literature Review

2.1.1. Concept of Employee Motivation

The term motivation is derived from the Latin word *movere*, which means “to move” (Tansky, 2003). According to Luthans (1998), motivation represents the process that arouses, energizes, directs, and sustains behavior and performance. It is a method of inspiring individuals to take an action and to achieve a desired task.

Employee Motivation is affected by many factors such as training, monetary incentives, job satisfaction, job transfer, promotion, working conditions, achievement, appreciation, recognition, job security and social opportunities (Sekhar, et. al 2013). Although money was considered as the best employee motivation technique before, today it has several strikes and its impact is often short-lived. Non-cash rewards of high intrinsic recognition value – such as merchandise credits or time off – often work better (Darling, Arm, & Gatlin, 1997).

According to Vroom (1964), employee performance is the function of employee ability multiplied by employee motivation i.e, $\text{performance} = f(\text{Ability} \times \text{Motivation})$.

Motivation is the force that convinces employees to behave and perform in a way that leads to reward (Dessler, 2009). According to Robbins and Judge (2013), motivation is defined as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. Shafiq, Mariam and Raza, (2011) also defined motivation "... as the internal and external factors that inspire the eagerness and excited interest in people to be dedicated towards a job and to make constant hard work to complete that task". Locke (as cited by Saari & Judge, 2004) defined motivation as "a pleasurable or positive emotional state resulting from the appraisal of one's job experiences.

Employee motivation is the complex forces, drives, needs, tension states or other mechanism that starts and maintains voluntary activity directed towards the achievement of a personal goals (Hoy & Miskel, 1987). Mullin (2006) refers motivation as the forces within a person that affect his or her direction, intensity and persistence of voluntary behavior.

There are several ways of inspiring and motivating employees to improve productivity, reduce workplace stress and increase self-confidence. These includes quality of working life programs, team building, training, enhanced communication, job enrichment, setting targets, rewards and incentives, encouraging participation, checking system for equality, money and recognizing individual differences (Uzonna, 2013).

Motivation plays a key role in driving employees towards achieving their own personal goals in addition to their organizational goals as well as to a certain extent the dreams of their nations. Employee motivation enhances job involvement and job satisfaction of an employee (Nickson, 2013).

2.1.2. Types of Employee Motivation

Motivation is the internal and external factors that lead an individual to engage in goal-related behavior (Robbins, 2002). It is an accumulation of different processes which influence and direct our behavior to achieve some specific goal (Baron, 1983).

2.1.2.1. Extrinsic Motivation

Extrinsic motivation is instrumental in its nature and thus performed to attain some other outcomes. It is related to tangible rewards (salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of work) which are determined at the organizational level (Ukaejiofo, 2013). Extrinsic motivation deals with derived motivation that comes outside of an individual that leads to a specific outcome (Ryan & Deci, 2000).

2.1.2.2. Intrinsic Motivation

Intrinsic motivation is defined as doing an activity for its own sake rather than for some intended consequence. Unlike extrinsic motivation, intrinsic motivation comes from within an individual. Intrinsically motivated behaviors, which are performed out of interest and satisfy the innate psychological needs for competence and autonomy are the prototype of self-determined behavior (Ryan & Deci, 2000).

2.1.3. Concept of Factors Affecting Employee Motivation

Depending on the results of previous human resource related studies, the researcher has selected perceived autonomy, job satisfaction, work-life balance, employee well-being, training, and monetary incentives as dependent variables to examine whether they affect employee motivation or not.

2.1.2.1 Perceived Autonomy

Autonomy is defined as the extent to which employees have control and discretion for how to conduct their tasks and is in accordance with self-determination theory – a general theory based on human motivation and personality (Deci & Ryan, 1985).

Perceived autonomy is defined as “the degree to which an individual perceives his or her actions as a result of his or her own free will, without external interference in a certain situation” (Yoonhyuk, 2011:19). Autonomy exists when an individual has freedom to make decisions and act independently without reference to higher authority. It enhances self-belief, gives people more opportunity to achieve and provides an opportunity to develop skills. When employees feel as though their decisions or actions are made at their own discretion, the individual will then become intrinsically motivated.

2.1.2.2 Job Satisfaction

Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke ,1976). Job satisfaction is also defined as the state in which employees feel the situation of pleasure from his or her job or it is the positive and emotional state of the employee as a result of the appraisal of his or her job and performance (Shaikh et al. 2012)

Job satisfaction is a multi-faceted construct and the most conventional aspects of satisfaction are: satisfaction with pay, promotion opportunities, coworkers, supervision, and the work itself (Rogelberg, et al. 2010).

Williams, et al. (2003) argues that job satisfaction works toward making good relationships with staff and colleagues, control of time off, enough resources, and bring autonomy for employee in the organization. It is the key ingredient that leads to recognition, income, promotion, and the

achievement of other goals which helps attain a feeling of fulfillment of the desired goals and objectives (Kaliski ,2007).

According to the research by Amabile and Kramer (2010) collaboration, instrumental support, interpersonal support and having important work are other aspects of the workplace that motivates people to work harder and to feel satisfied. Progress was identified as the most important factors of the employees' workdays, i.e. making headway in doing jobs was bringing significant satisfaction to the employees and motivates them to work even harder.

2.1.2.3 Work-Life Balance (WLB)

The term WLB is widely used in research no matter how its agreed definition is elusive. A research done on a review of the meaning of the balance construct by Kalliath and Brough (2008) shows that work–life balance has six conceptualizations: multiple roles, equity across multiple roles, satisfaction between multiple roles, fulfillment of role salience between multiple roles, a relationship between conflict and facilitation and perceived control between multiple roles.

WLB is concerned with all the diverse aspects of an employee's life, and thus workplaces must be fun and interesting if it is to motivate employees. It must consider all the factors that would make employees happy, from career development opportunities to individual arrangements for childcare, flexible working hours and forms of informal recognition that includes work-life issues. Hence, integrating the above, work–life balance can be defined as the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities (Kalliath and Brough ,2008).

Many changes in the workplace and in employees' lives in the past couple of decades have led to an increasing concern for the boundary between employees' work and personal lives (Parcel, 1999).

2.1.2.4 Employee Well-Being

The nature of work has changed dramatically and rapidly more than employee's ability to deal with work (Allen, 2008). Because of more stressful and demanding workplace, many employees report higher level of anxiety, increased feelings of uncertainty, lower levels of satisfaction, poor physical health and greater intention to leave their organizations (Cartwright & Cooper, 2009). According to Reilly, Sirgy and Gorman (2012), well-being has three components: psychological well-being, physical well-being and social well-being.

Psychological Well-being is the affective and purposive psychological state that people experience while they are at work. It plays a major role in delivering important outcomes that are associated with successful, high performing organizations. People with higher levels of psychological well-being will perform better than those with lower psychological well-being (Cartwright & Cooper, 2009).

Physical Well-being is described as the optimal functioning of the body's major physiological systems (Seaward, 2006). According to Dewe and O'Driscoll (2010), health promotion initiatives efforts with the aim of enhancing Employee Well- Being (physical and psychological) will be benefiting both the employee and the organization.

Social Well-being is composed of social acceptance, social actualization, social contribution, social coherence and social integration. It is associated with various aspects of a person's subjective experience and evaluation of the quality of life and quality of emotional, psychological and social well-being (Bergh, 2008).

Well-being at work exists when employees are happy with what they do, how they are treated, how they got on with others and it is contingent to quality of working life provided by employers - the feelings of satisfaction and happiness arising from the work environment. The

work environment consists of system of work, design of jobs, working conditions and the ways in which people are treated at work by their managers and coworkers (Armstrong, 2012).

2.1.2.5 Training

Training is a continuous development of an employee's attitude, knowledge and skills which are important for adequately performing certain job duties (Armstrong, 2001). Training aims to improve the behavior and abilities, in addition to the skills of employees to efficiently perform the given tasks. It is mainly directed towards maintaining key talents and ensuring their personal growth in a given career (Aswathappa, 2000).

Training can also enable the workforce to widen their knowledge and skills and develop a sense of confidence through the feelings of being valued which could motivate them to perform effectively and efficiently at their workplace. Consequently, the emphasis on training can lead to desirable financial outcomes (Sultana et.al, 2012).

Correct and suitable training system allows a company to maximize the potential of employees to achieve its objectives and has also a great impact on employees motivation. Proper training will also allow increased employee engagement, reduce costs of errors, attract high-quality candidates, create and maintain a good atmosphere aimed at achieving better result (Armstrong, 2007).

2.1.2.6 Monetary Incentive

The use of monetary incentive to enhance job performance has its roots in rationalistic approaches (Burgess & Ratto, 2003; Lehman & Geller, 2004; Perry et.al, 2006). Monetary incentive acts as a stimulus for greater action and inculcates zeal and enthusiasm toward work and it helps an employee in recognition of achievement (Park, 2010).

Monetary incentive is used to build a positive environment and maintain a job interest and offer zeal in the employees for better performance. It motivates employees and enhances their commitment in work performance and psychologically satisfies them. This satisfaction in turn shapes their behavior and outlook of subordinate toward work (Beretti et al. , 2013).

The evidence from existing HRM literature shows that organizations use various financial incentives such as salary, bonus, life insurance, holidays, health care, company car order to satisfy individual employee needs (Stone, 2002). Monetary rewards can be a very powerful motivator, and the effect that monetary rewards have on motivation often translates into other positive outcomes such as employee retention (Jewell & Jewell, 1987).

2.2. Theories of Motivation

Theories of motivation may be categorized according to their definitions and purpose, but critical analysis reveal that they are all linked, they lead to serving satisfaction in employees. There are three main theory categories, namely content theories, process theories and contemporary theories (Saif, Nawaz, Jan & Khan, 2012). The use of both content and process theories must be put into practice to motivate employees effectively. Motivation's whole idea is to provide employees with sureties of job security, nice working condition, loyalty and belonging to the enterprise, as well as the workforce given some challenge.

2.2.1. *Hierarchy of Needs Theory*

Maslow's theory states that motivation is formed because of a hierarchy of needs which is divide in to five. The physiological needs (clothing, food, and shelter), safety needs, (physical, psychological and intellectual security), social needs, (recognition/appreciation for their dignity), esteem needs (need for prestige), and need for self-actualization (Maslow, 1954).

2.2.2. *Hertzberg Two Factor Theory*

It is a theory that relates intrinsic factors to job satisfaction and associates extrinsic factors with dissatisfaction. According to this theory, there are two kinds of factors that have a strong impact on the employee motivation: Motivator-Hygiene factors. Hygiene factors such as company policy and administration, supervision, and salary—that, when adequate in a job, placate workers. When these factors are adequate, people will not be dissatisfied, Robbins and Judge, (2013). Companies with excellent non-financial incentive plans can attract, motivate and retain talented people Armstrong (2013).

2.2.3. *ERG Theory of Motivation*

This theory was established by Alderfer in 1972 and it ascertains three diverse stages of a concept which is somewhat related to Maslow's hierarchy of needs (McShane & Glinow 2003).It gives details of Alderfer's ERG concept as a satisfied stimulus theory that has three features of basic wants categorized in an ordered arrangement by which workers develop the direct significant want. As soon as the lower desire or need is achieved the next higher level want in the ranked-order yet to be accomplished turns to the lower level need.

2.2.4. *McGregor's X and Y Theories of Motivation*

It categorizes employees as belonging to one of the two groups based on two sets of assumptions: Theory X assumptions take a negative perspective of people and that of Theory Y assumptions take the opposite view. Theory X states that people can have “an inherent dislike for work and avoid it if possible; and hence they must be coerced, controlled, directed and threatened with punishment to make them work (Saif et al. 2012). On the other hand, Theory Y assumes that employees like work, are creative, seek responsibility, and can exercise self-direction (Robbins & Judge, et.al.2013).

2.3. Empirical Literature Review

2.3.1 Employee Well-being and Employee Motivation

A study conducted by Björklund, Jensen, and Karlsson(2013) using a sample of 577 to find out the relationship between work motivation and mental well-being concluded that employees with a decreased level of work motivation had a higher risk of experiencing more exhaustion and depression in the future. This shows that employee well-being and employee motivation are positively related. A study by Kaur (2013) pointed out that psychological well-being plays an imperative role in the level of motivation implying that there is a positive correlation between the two. Implications from the study done in china by Nie and his collaborators (2014) shows that work motivation plays an important role in employees' well-being. Is has also pointed that intrinsic motivation was especially associated with more positive well-being .

To argue the effect of independent variable of the dependent variable of the study, the researcher has used Hierarchy of Needs Theory of Motivation. Based on this theory and empirical findings related to employee motivation and well-being, the study has tested the hypothesis:

H1: There is a positive relationship between Employee Well-Being and Employee Motivation

2.3.2 Perceived Autonomy and Employee Motivation

Langfred and Moya (2004) in their study entitled "Effects of Task Autonomy on Performance: An Extended Model Considering Motivational, Informational, and Structural Mechanisms" find out that performance benefits of task autonomy may be realized by increased motivation. In an exploratory study done by Kubo and Saka (2002) identify the three factors: monetary incentive, human resource development, and job autonomy that play as motivators to the knowledge workers working in the Japanese financial sector. The result of the study done by

Malinowska, Tokarz and Wardzichowskaw (2017) revealed that giving employees more job autonomy might increase their intrinsic motivation, energetic, enthusiastic, and dedicated engagement with their jobs. The study has concluded that job autonomy plays an important role in enhancing employee motivation.

Based on McGregor's Y theory of Motivation and empirical findings related to Employee Motivation and Perceived Autonomy, the study has tested the hypothesis:

H2: There is a positive relationship between Perceived Autonomy and Employee Motivation.

2.3.3 Work-Life Balance and Employee Motivation

The finding of the study done by Ramadhan and Wijaya (2021) to determine the effect of Work-Life Balance on Employee Motivation during the implementation of working from home policies in dealing with the COVID-19 pandemic revealed that Work-Life Balance has significant positive effect on Employee Motivation. A research done by Nwagbara and Akanji (2012) to examine the impact of Work-Life Balance on the commitment and motivation of Nigerian women employees in bringing better organizational performance shows that there is a positive relationship between Work-Life Balance and motivation. The results of the study done by Narsee (2012) at University of Pretoria in partial fulfillment of the requirements for the degree of Master of Business Administration indicated that both organization and employees recommend financial benefits as being the most important reward category to motivate employees. However, there was more of a preference from employees for work life balance and career development than there was from the organization. A descriptive type of research undertaken by Oktosatrio (2018) in Jakarta on public sector's employees concluded that there is a significant relationship between work life balance and motivation of the public sector's employees. To argue the effect of

independent variable of the dependent variable of the study, the researcher has used Herzberg Two Factor Theory and ERG Theory of Motivation.

Based on theories and empirical findings related to employee motivation and Work-Life Balance, the study has tested the hypothesis:

H3: There is a positive relationship between Work-life balance and Employee Motivation.

2.3.4 Job Satisfaction and Employee Motivation

A study entitled “Job satisfaction and motivation in obstetric professionals of a Chilean hospital” carried out on professional midwives by Henríquez, et.al, (2017) using combination of quantitative, descriptive and cross-sectional methods shows that the relationship between motivation and job satisfaction is positively correlated, although of medium intensity. A research by Scheers and Botha (2014) on retail employees of grocery retailers also shows that there is a positive correlation between job satisfaction and employee motivation. This means that the more job satisfaction an employee perceives, the more motivated the employee feels. This correlation even becomes stronger when employees are older and more experienced. The results of the study undertaken by Arokiasamy, Tat and Abdullah (2013) at three private colleges at Penang, Malaysia with a total of 75 respondents indicated that there is a positive significant relationship between motivation and job satisfaction among academic staff at these colleges. Another empirical Study conducted on Job Satisfaction and Employee Motivation in Sri Lanka by Velampy (2014) with the samples of 500 found that there is a positive relationship between job satisfaction and motivation.

Based on Herzberg Two Factor Theory of Motivation and empirical findings related to employee motivation and job satisfaction, the study has tested the hypothesis:

H4: There is a positive relationship between Job Satisfaction and Employee Motivation.

2.3.5 Training and Employee Motivation

Previous studies found that employee training had a significant relationship with Employee Motivation (Hammond & Churchill, 2018; Scaduto, Lindsay, & Chiaburu, 2008). A study entitled ‘The Impact of Training on Employees Motivation in Small and Medium Enterprises Industry’ done by Lukasik (2017) showed that there is a strong link between training and the motivation of employees to the work. The outcomes of another study by Hanaysha and Hussain (2018) also showed that employee training have significant positive effects on employee motivation. Ozkeser (2019) has also undertake a study in Turkey to examine the impact of training on employee motivation and the result showed that training can be thought as a key player for improving the motivation. The result of a study by Hussain et.al.2013 concludes that there is a significant positive relationship between effective training program and Employee motivation.

Based on Hertzberg Two Factor Theory of Motivation and empirical findings related to employee motivation and training, the study has tested the hypothesis:

H5 : There is a positive relationship between Training and Employee Motivation.

2.3.6 Monetary Incentive and Employee Motivation

Aguinis et al. (2013) stated that monetary rewards can be a very powerful determinant of employee motivation and achievement which, in turn, can advance to important returns in terms of firm level performance. The result of the study conducted by Rijalu, et.al (2014) on the effect of compensation on employees’ motivation at Jimma University indicated that there is a relationship between compensation and its components and employee work motivation. A result of the study done by Novianty and Evita (2018) entitled ‘Financial incentives: The impact on employee motivation’ shows that financial incentives has a positive effect on employee motivation. A research done by Kefay, Kero and Kumera (2020) at Commercial Bank of Ethiopia, Jima District

shows that financial incentive variables (salary and fringe benefits pay) are not a significant factor affecting employees motivation.

Based on Herzberg Two Factor Theory and Hierarchy of Needs Theory as well as the empirical findings related to employee motivation and monetary incentive, the study has tested the hypothesis:

H6: There is a positive relationship between Monetary Incentive and Employee Motivation.

2.4 Conceptual Framework of the Study

Based on the research gaps identified and the results from review of related literature, the below conceptual model is developed. The model is believed to review and explain the relationship between selected dependent and independent variables that are used to examine factors affecting employee motivation. Hence, perceived autonomy, work-life balance, employee well-being and job satisfaction are included as independent variable and motivation as dependent variable.

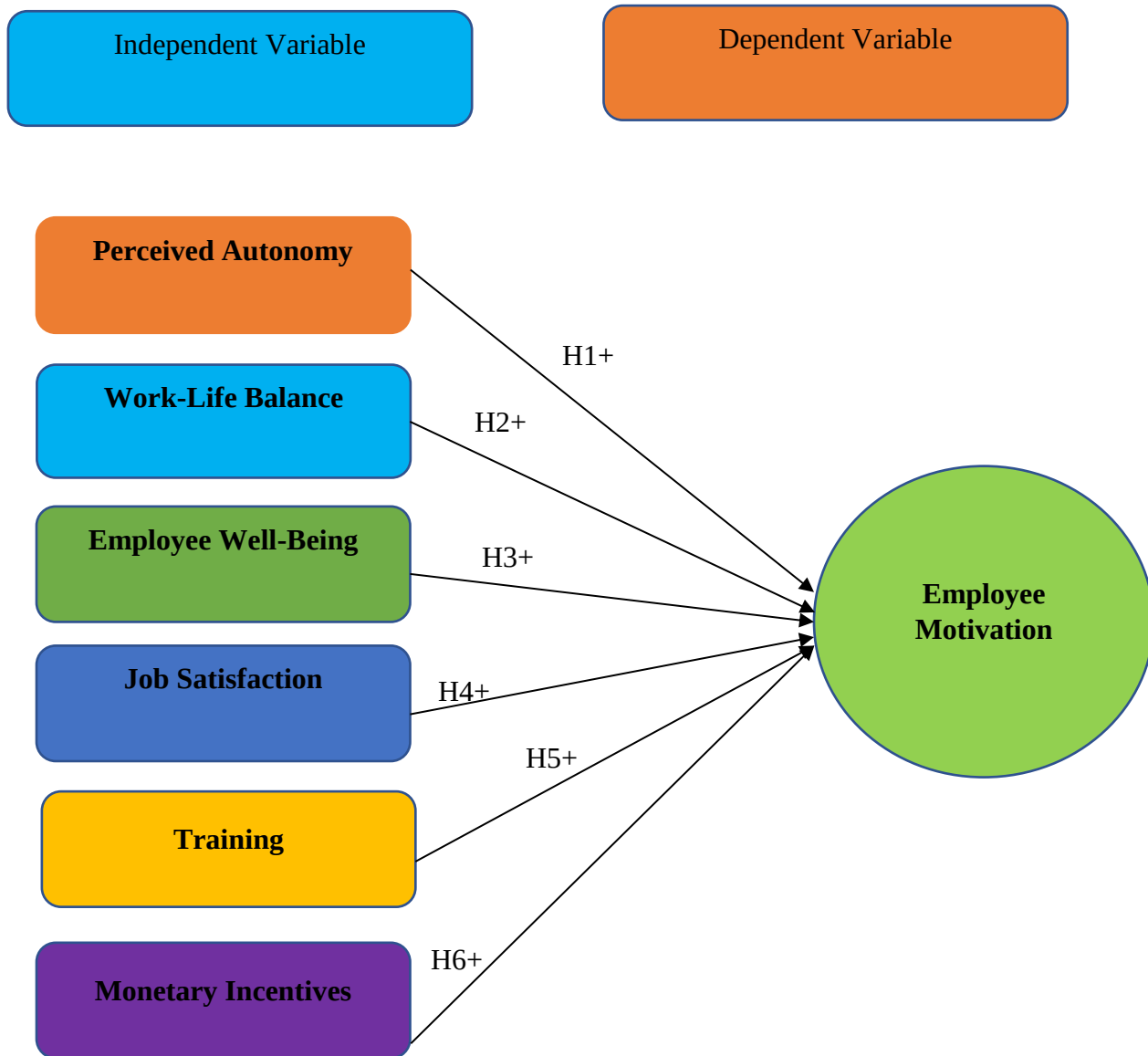


Figure 2. 1 Conceptual Framework of the Research

Source: Literature

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter describes the methodology of gathering the data, population of the study, sample size and sampling procedure. It discusses the research design, sources and types of data along with type of data analysis to be used for this study.

3.1 Research Setting

This study was done at GIZ Ethiopia with emphasis area “Factors Affecting Employee Motivation”. Only national staff whose band level is 2-6 and working in Addis Ababa are included in the study. GIZ Country Office, Ethiopia and Djibouti is found in Kirkos Sub-City, Woreda 8, (Kazanchis) Addis Ababa, Ethiopia.

3.2 Research Approach

Mixed research approach is used for this study. This is mainly because of the nature of this research and its data analysis calls for the application of qualitative and quantitative research approach. Qualitative approach to research is concerned with subjective assessment of attitudes, opinions and behavior whereas quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion (Kothari, 1990).

To increase the generalizability of the study, this design is selected considering the nature of the study as well as the reliability and validity of the method. Hence, the overall purpose of this study is to quantitatively and qualitatively analyze factors affecting employee motivation at GIZ Ethiopia.

3. 3 Research Design

The researcher has used both descriptive and inferential statistics as a method of data analysis. Descriptive statistics enables to explain the data by analyzing problems thereby determining the characteristics of variables. Inferential statistics helps to determine the relationship among the variables to draw conclusion from the analysis.

3.4 Population and Sampling Techniques

3.4.1 Target Population

Population refers to all the elements in a well-defined collection or set of values (Perry, (2003). The target population for this study is all professional national personnel of GIZ whose duty station is based in Addis and their band level is from 2-6 (excluding drivers/facilitators and those working on piecework/temporary basis). Accordingly, Administrative Assistants, Junior Officers, Officers, Advisors, Coordinators, Experts, Team Leaders, Managers, Heads (Department, program and project) are included.

Geographical wise, staff in Addis Ababa found at different programs and projects including Country Office are included. According to SAP staff data extract on March 01,2021, the total number of target population is 370.

3.4.2 Sample size

The larger the sampling size of a research, the more accurate data generated (Zikmund, 2003). Sample size refers to the number of items to be selected from the population to constitute a sample. According to Kothari (2004), sample size should be optimum (not too large or small) and should fulfill the requirements of efficiency, representativeness, reliability and flexibility. Thus, considering the prevalence, level of precision and level of confidence, this study has used optimum sample size determined using Kothari's formula:

$$n = \frac{Z^2 PQN}{\alpha^2(N-1) + Z^2 PQ}$$

Where: n – is the sample size for a finite population
 N – is size of population in the organizations
 P – is population reliability and it is equal to 0.5
 Q = 1 - P
 α - is margin of error considered, 5% for this study
 Z – is normal reduced variable at 5% level of significance and Z is 1.96

$$n = \frac{Z^2 PQN}{\alpha^2(N-1) + Z^2 PQ} = \frac{(1.96)^2 (0.5) (0.5) (370)}{(0.05)^2(370-1) + (1.96)^2 (0.5) (0.5)} = 150$$

To compensate none response whom the researcher is unable to contact, 10% (15) contingency was added to the actual sample size. This makes the optimum sample size for this study to be 165 which was drawn from the sampling frame.

The researcher has used this formula of sample size determination as it provides detailed descriptions on population reliability, margin of error considered and level of significance.

Table 3. 1Target population and sample size of the study

Sr.No.	Program/project	Target Population	Sample size
1.	Agricultural Mechanization and Technology for Small holder productivity	8	4
2.	AU Office	41	18
3.	Biodiversity	19	8
4.	BMM	8	4
5.	CPS	6	3
6.	Cross Border	2	1
7.	Energizing Development	33	15
8.	Env't'l & social standards in textile & clothing industry in Ethiopia	4	2
9.	Female Genital Mutilation	2	1
10.	GIZ Country Office	82	34
11.	Green Innovation Center	11	5
12.	Health	7	3
13.	IGAD	2	1
14.	Migration Development & GP	2	1
15.	Natural Resources Stewardship	2	1
16.	Nutrition Sensitive Agriculture Project	6	3
17.	Qualif. & Empl't Perspec. for Refugees & Host Communities in Ethiopia	9	4
18.	Special Initiative Jobs	14	6
19.	Sport for Development	2	1
20.	Strengthening of Drought Resilience	21	9
21.	Support to Responsible Agricultural Investments	14	6
22.	Supporting Sustainable Agricultural Productivity	4	2
23.	Sustainable Training and Education Program	27	12
24.	Sustainable Use of Resources Economic Development	44	21
Total		370	165

Source: SAP staff data extract on March 01, 2021

3.4.3 Sampling Technique

The researcher has used stratified sampling, a subsample is drawn using simple random probability sampling technique within each stratum. Stratified sampling is used mainly to obtain a more efficient sample than would be possible with simple random sampling and to reduce random sampling error.

Stratified sampling is a probability sampling procedure in which simple random subsamples that are more or less equal on some characteristic are drawn from within each stratum of the population (Zikmund, et al. (2009).

3.5 Types of Data and Tools /Instruments of Data Collection

According to Cooper and Schindler (2006), the choice of the methods to be used is influenced by the nature of the problem and by availability of time and money. For this study, there was data triangulation, a situation where primary data is supplemented by secondary data. The primary data is a first-hand information for immediate use and this was collected from national staff of GIZ via:

Questionnaire: Survey questionnaires are distributed to selected respondents for programs/projects and GIZ Ethiopia Country Office staff via email. The main part of the questionnaire that measures the study variables measured seven variables. The details are given below:

Perceived Autonomy was measured using items from Morgeson and Humphrey (2006). It contains 5 items. Respondents were made to indicate their preferred answers for each item on five-point Likert Scale. Sample item include, “The job allows me to make my own decisions about how to schedule my work”. Job Satisfaction was measured using items from Brayfield and Rothe (1955). It contains 5 items and respondents were asked to evaluate the items on five-point Likert Scale. Sample item include, “I feel fairly satisfied with my present job”. Similarly, Work-Life Balance was measured using items from Fisher-McAuley (2003) that contain 5 items. Employee Well-Being was measured using 5 items from Pradhan and Hati (2019) and it contains 7 items. Training was measured using items adapted from Cheramie et al. (2007) and it has 4 items. On the other hand, Monetary Incentive was measured using modified items from Biswas and Mittar

(2015) and it contains 5 items. Employee Motivation was measured using items from De beer (1987) and it contains 5 items.

Interview: Three virtual interview sessions via MS Teams (considering SOP) was organized with selected Managers and Head of Unit.

Secondary data, mostly manipulated by the owner, are collected from Books, journals, website and core documents of GIZ.

3.6 Data Distribution and Collection Procedures

Staff working in Addis Ababa (24 programs and projects including country office) are identified from the SAP extract data and a total of 165 questionnaire is distributed to the employees via email and collected accordingly. During the data collection period, except core team which are very less in number, all national personnel are enforced to work from home (April 01, 2021-May 24, 2021) and thus to comply with the GIZ's SOP of COVID-19, the researcher has distributed the soft copy of the questionnaire via email.

3.7 Reliability and Validity of Data

3.7.1 Reliability

Reliability refers to the study's ability to be repeated and the consistency of the method (Blomkvist & Hallin, 2015). Kotair, (2004) also states that a measuring instrument is reliable if it provides consistent results. To confirm reliability of the measurement scale, a pilot study expecting to achieve 95% confidence interval, was undertaken with 14 samples. This number is decided based on Mugenda and Mugenda (2003) that states a successful pilot study uses 1 to 10 percent of the actual sample size to pre-test the research instrument. The goal of pilot study is to detect unforeseen problems that might arise during the study and handle them with due care. Depending

on Cronbach's alpha result of the pilot study, one item from training and two items from Employee Well-Being variables are omitted from the questionnaire as they all exhibit low result.

Following the full-scale data collection and encoding of same, reliability analysis was conducted on all instruments used for this study as presented below.

3.7.1.1 Reliability Analysis for Overall Factors Affecting Employee Motivation Instruments

Table 3. 2 Reliability statistics for each factor affecting Employee Motivation instruments

Dimension	Source	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
Perceived Autonomy	Morgeson and Humphrey (2006)	.869	.868	5
Job Satisfaction	Brayfield and Rothe (1955)	.875	.875	5
Work-Life Balance	Fisher-McAuley (2003)	.858	.858	5
Employee Well Being	Pradhan and Hati (2019)	.850	.851	7
Training	Cheramie et al. (2007)	.882	.883	4
Monitory Incentive	Biswas and Mittar (2015)	.878	.879	5
Employee Motivation	De beer (1987)	.955	.955	5
Overall factors affecting EM instruments		.850	.863	36

Source: Own survey, computed in SPSS, 2021

According to Zikmund, et al. (2009), coefficient alpha ranges in value from 0, meaning no consistency, to 1, meaning complete consistency. Scales with a coefficient Alpha result of between 0.80 and 0.95 are considered to have 'very good' reliability. Scales with a coefficient between 0.70 and 0.80 are considered to have good reliability and a value between 0.60 and 0.70 indicates fair reliability. When the coefficient is below 0.6, the scale has poor reliability

The entire variables attained the acceptable score of alpha coefficients which is > 0.8 and this shows the research instrument for all items is reliable. Cronbach's coefficient alpha score for

the overall factors affecting Employee Motivation is 0.850. Thus, the reliability result is supported by the literature.

3.7.2 Validity

Validity refers to a study using methods that help to study the right things for the findings to be connected to the posed purpose and research questions Blomkvist and Hallin (2015). Content validity and face value validity are insured by incorporating ideas of the advisor, examiners assigned for proposal evaluation, friends (class mates and office mates). For construct validity checkup, secondary data from different source are reviewed.

3.8 Data Analysis Methods

Version 23.0 SPSS was used both for the descriptive statistics and inferential statistics. Descriptive statistics helps to describe the data by analyzing problems to determining the characteristics of variables. Inferential statistics helps to determine the relationship among the variables to draw conclusion from the analysis. Moreover, to facilitate the simplicity of data analysis and presentation, tables and graphs are used.

3.9 Ethical Considerations

For the successful delivery of this study, the researcher has adhered to all ethical standards and considerations set aside in the field of research in general and by Addis Ababa University in particular. Thus, throughout the course of this study, documents reviewed and paraphrased are acknowledged, information gathered, and data collected are used only for the intended purpose, confidentiality, anonymity and respondent acceptability are adhered to and all formal procedures are followed.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETTION

This chapter presents discussion of the results and the process through which the results were obtained. In addition to this, background information of respondents is presented. Finally, the statistical methods of analysis were discussed, which included a descriptive analysis, correlation analysis, and regression analysis through SPSS version 23.

4.1 Response Rate

A total of 165 questionnaires were distributed and 124 were returned. Of these, only 121 questionnaires were valid and used for the analysis. Three responses were excluded from this study as they were incomplete. Accordingly ,the response rate for this study is 73.3%.

4.2 Demographic Composition of the Respondents

The demographical makeup of the sample is analyzed and tabulated hereunder:

Table 4.1 General Demographic Data of the Respondents

Variable	Category	Frequency	Percent
Age category	18-25 years	10	8.3
	26-35 years	66	54.5
	36-45 years	32	26.4
	above 45 years	13	10.7
	Total	121	100.00
Gender	Male	68	56.2
	Female	53	43.8
	Total	121	100.00
	Bachelor's Degree	49	40.5
	Master's Degree	71	58.7

Variable	Category	Frequency	Percent
Educational level	PhD	1	0.8
	Total	121	100.00
Year of service in GIZ	Less than a year	18	14.9
	1-5 years	79	65.3
	6-10 years	11	9.1
	11 years and above	13	10.7
	Total	121	100.00
Job band level	2	15	12.4
	3	25	20.7
	4	68	56.2
	5	11	9.1
	6	2	1.7
	Total	121	100.00
Work unit	Country Office	28	23.1
	Program	35	28.9
	Projects	51	42.1
	Others	7	5.8
	Total	121	100.00

Source: Own survey, computed in SPSS, 2021

According to table 4.1 above, of the total 165 research subjects , 8.3 percent of the respondents are within 18-25 years of age, 54.5 percent are between the age of 26-35 and, 26.4 percent falls between the age of 36 and 45, and the remaining 10.7 percent of respondents are 46 years of age and above. Concerning the gender of the respondents, 56.2 percent of them are male and 43.8 percent are female. Regarding their educational achievements, 40.5 percent of the

respondents have Bachelor's Degree and 58.7 percent have Master's Degree. The remaining 0.8 percent have PhD. The above table also shows that, 14.9 percent of respondents have worked for less than a year, 65.3 percent of them have served GIZ from 1 to 5 years, 9.1 percent have served the company from 6 to 10 years, and the remaining 10.7 percent has worked for over 11 years. This shows that, most of GIZ Ethiopia national employees have a service period between one to five years which implies that GIZ needs to work on how to motivate and retain its work force. The above table also shows that 12.4, 20.7, 56.2, 9.1, and 1.7 percent of the respondents are holding job band level of 2,3,4,5 and 6, respectively. 23.1 percent of the employees are working at Country Office, 28.9 percent at Programs, 42.1 percent at Projects and the remaining 5.8 percent are working at other work units residing in Addis Ababa.

The demographic compositions show that GIZ Ethiopia has a medium aged, well educated work force with a commendable gender balance that can be better deployed to enhance organizational performance. Majority of the staff have served GIZ from 1-5 years and most of them are currently holding band 4. The data shows that GIZ has relatively younger and qualified workforce with good gender balance composition who can independently perform tasks with least supervision. Thus, GIZ can make use of their competencies with proper and timely employee motivation techniques.

4.3 Quantitative Data Analysis

4.3.1 Result of Data Analysis Using Descriptive Statistics

Descriptive statistics for each factor affecting Employee Motivation in GIZ are done, discussed and the findings of same are presented. The general perception to which extent the respondents agree or disagree with the raised items are analyzed using mean and standard deviation.

According to Kothari (2004), mean scores of < 2.69 is described as low, mean scores of 2.70-3.49 is described as an average and mean score of > 3.50 is described as high in five-point scale. Same measurement is used for this study.

4.3.1.1 Analysis of Employees Existing Level of Perceived Autonomy

The result from table 4.2 below shows that 86 (71%) of the respondents agreed that the job allows them to make their own decisions about how to schedule their work. On the other hand, 11 (9.1%) of the respondent disagree to this statement with a high mean score value of 3.77 and standard deviation of .8733. The remaining 24 (19.8%) of the respondents are neutral.

The findings from table 4.2 also indicates that 79 (65.3%) of the respondents agreed that the job allows them to decide on the order in which things are done, 19 (15.7%) of the respondents disagreed to the statement with high mean scores of 3.60 and standard deviation of .9352 whereas 23 (19%) of the respondents are neutral.

In the same manner, 82 (67.7%) of the respondents have agreed that the job allows them to plan how they do their work while 16 (13.2%) of them disagreed to this statement with high mean score value of 3.7 and highest standard deviation value of 1.0218.

The result from table 4.2 also show that 53 (43.8%) of the respondents agreed that the job provides them with significant autonomy in making decisions and 20 (16.6%) of them disagreed to same statement while 48 (39.7%) of the respondents are neutral. The mean score value of the response for this statement is average with a value of 3.29 and standard deviation .8210.

As can be seen from table 4.2 below, 65 (53.7 %) of the respondents agreed that the job gives them considerable opportunity for independence and freedom in how they do the work

whereas, 17 (14 %) of the respondents disagreed to the statement with average mean score value of 3.46 and standard deviation value of .9313. 39 (32.2%) of the respondents are neutral.

Majority of the respondents agreed that the job allows them to have freedom and independence, decision making autonomy, schedule, order and plan their work. Except for decision making autonomy (3.23) and independence and freedom (3.45), all the items have a mean score of > 3.50 which implies the staff have high Perceived Autonomy in GIZ. The overall mean score of Perceived Autonomy is 3.56 and this indicates employees have high Perceived Autonomy.

Table 4. 2 Percentage Analysis and Descriptive Statistics (Items Analysis: Perceived Autonomy)

Items		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Mean	SD
1	The job allows me to make my own decisions about how to schedule my work	2	9	24	66	20	3.77	.8733
		1.7%	7.4%	19.8%	54.5%	16.5%		
2	The job allows me to decide on the order in which things are done	2	17	23	64	15	3.60	.9352
		1.7%	14.0%	19.0%	52.9%	12.4%		
3	The job allows me to plan how I do my work.	5	11	23	58	24	3.70	1.0218
		4.1%	9.1%	19%	47.9%	19.8%		
4	The job provides me with significant autonomy in making decisions.	2	18	48	49	4	3.29	.8210
		1.7%	14.9%	39.7%	40.5%	3.3%		
5	The job gives me considerable opportunity for independence and freedom in how I do the work.	4	13	39	53	12	3.46	.9313
		3.3%	10.7%	32.2%	43.8%	9.9%		
		Average Mean and SD of Perceived Autonomy					3.57	0.9165

Source: Own survey, computed in SPSS, 2021

4.3.1.2 Analysis of Employees Existing Level of Job Satisfaction

Table 4. 3 Percentage Analysis and Descriptive Statistics (Items Analysis: Job Satisfaction)

Items		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Mean	SD
1	I feel fairly satisfied with my present job	19	15	30	44	13	3.14	1.2403
		15.7%	12.4%	24.8%	36.4%	10.7%		
2	Most days I am enthusiastic about my work	17	9	27	55	13	3.31	1.1975
		14%	7.4%	22.3%	45.5%	10.7%		
3	Each day of work seems like it will never end	20	38	19	31	13	2.83	1.2824
		16.5%	31.4%	15.7%	25.6%	10.7%		
4	I find real enjoyment in my work	18	11	35	44	13	3.19	1.2063
		14.9%	9.1%	28.9%	36.4%	10.7%		
5	I consider my job rather unpleasant.	26	37	28	25	5	2.55	1.1615
		21.5%	30.6%	23.1%	20.7%	4.1%		
		Average Mean and SD of Job Satisfaction					3.00	1.2176

Source: Own survey, computed in SPSS, 2021

Table 4.3 above shows that 57 (47.1 %) of the respondents agreed that they feel fairly satisfied with their present job whereas 34 (28.1 %) of the respondent disagree with this statement with average mean score value of 3.14 and standard deviation of 1.2403.

Similarly, 68 (56.2 %) of the respondents agreed that most days they are enthusiastic about their work while 26 (21.4%) of the respondent disagree with this statement with average mean score value of 3.31 and standard deviation of 1.1975. 27 (22.3%) of the respondents are neutral.

Concerning the perception of how each day of work passes, 44 (36.3 %) of the respondents agreed that each day of work seems like it will never end whereas 58 (47.9 %) of the respondents disagree to this statement with average mean score value of 2.83 and highest standard deviation value of 1.2824. 19 (15.7%) of the respondents are neutral.

Regarding the real enjoyment in their work , 57 (47.1 %) of the respondents agreed that they find real enjoyment in their work ; 29 (24%) of the respondents disagree to this statement with average mean score value of 3.19 and standard deviation value of 1.2063.

On the other hand , 30 (24.8 %) of the respondents agreed that they consider their job rather unpleasant, yet 63 (52.1%) of the respondents disagree to this statement with low mean score value of 2.55 and standard deviation value of 1.1615.

Majority of the respondents agreed that they feel fairly satisfied with their present job, most days they are enthusiastic about their work and they find real enjoyment in their work .The computed mean scores for the statement ‘I consider my job rather unpleasant.’ is 2.55 which implies a smaller number of staffs consider their job rather unpleasant. The cumulative mean score of Job Satisfaction is 3.00 which shows currently majority of the employees have a moderate level of Job Satisfaction. The standard deviation values for all sub items are very close to one and this indicates that replies are all similar with each other.

4.3.1.3 Analysis of Employees Existing Level of Work-Life Balance

Table 4. 4 Percentage Analysis and Descriptive Statistics (Items Analysis: Work-Life Balance)

Items		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Mean	SD
1	I often neglect my personal needs due to the stress of my work.	17	25	31	31	17	3.05	1.2639
		14%	20.7%	25.6%	25.6%	14%		
2	My work suffers because of everything going on in my personal life.	46	44	14	10	7	2.07	1.1631
		38%	36.4%	11.6%	8.3%	5.8%		
3	I often need to make difficult choices between my work and my personal life.	28	51	20	13	9	2.37	1.1700
		23.1%	42.1%	16.5%	10.7%	7.4%		
4	I return home from work too tired to try to do things I wish to do.	12	28	30	32	19	3.15	1.2292
		9.9%	23.1%	24.8%	26.4%	15.7%		
5	My job makes it difficult to take care of the type of private life I might like.	14	41	35	25	6	2.74	1.0706
		11.6%	33.9%	28.9%	20.7%	5%		
		Average Mean and SD of Work-Life Balance					2.68	1.1794

Source: Own survey, computed in SPSS, 2021

The finding from table 4.4 above shows that 48 (39.6%) of the respondents agreed that they often neglect their personal needs due to the stress of their work, 42 (34.7%) of the

respondents disagree to this statement with average mean score value of 3.05 and standard deviation value of 1.2639.

The result from table 4.4 also shows that 17 (14.1%) of the respondents agreed that their work suffers because of everything going on in their personal life whereas 90 (74.41%) of the respondents disagree to this statement with low mean score value of 2.07 and standard deviation value of 1.1631. The remaining 14 (11.6%) of the respondents are neutral.

Likewise, 22 (18.1%) of the respondents agreed that they often need to make difficult choices between their work and their personal life, yet 79 (65.2%) of the respondents disagree to this statement with low mean score value of 2.37 and standard deviation value of 1.1700.

Moreover, 51 (42.1 %) of the respondents agreed that they return home from work too tired to try to do things they wish to do, yet 40 (33%) of the respondents disagree to this statement with average mean score value of 3.15 and standard deviation value of 1.2292.

In the same pattern, 31 (25.7%) of the respondents agreed that their job makes it difficult to take care of the type of private life they might like, yet 55 (65.2%) of the respondents disagree to this statement with low mean score value of 2.74 and standard deviation value of 1.0706.

The findings from table 4.4 above reveals that majority of the respondents agreed that they often neglect their personal needs due to the stress of their work and they return home from work too tired to try to do things they wish to do. On the other hand, most of them disagreed that their work suffers because of everything going on in their personal life, they often need to make difficult choices between their work and their personal life and their job makes it difficult to take care of the type of private life they might like.

In table 4.4 above, two items have a mean score of < 2.69 which describes there is a low Work-Life Balance. The two lowest mean scores of 2.07 and 2.37 goes to the items ‘My work suffers because of everything going on in my personal life.’ and ‘I often need to make difficult choices between my work and my personal life.’ respectively. The overall mean score for all items is 2.68 and this confirms the current Work-Life Balance status of the employees is low.

4.3.1.4 Analysis of the Existing Level of Employee Well-Being

The result from table 4.5 below shows that 96 (79.3%) of the respondents agreed that they easily adapt to day-to-day changes of their life and manage their responsibilities well, 8 (6.7%) of the respondents disagree to this statement with high mean score value of 3.85 and standard deviation value of 0.7817. The remaining 17(14%) of the respondents are neutral.

In the same fashion, 91 (74.3%) of the respondents agreed that they feel they are a sensible person, 10 (8.5%) of the respondents disagree to this statement with high mean score value of 3.83 and standard deviation value of 0.9160.

Similarly, 89 (73.6%) of the respondents agreed that they are an important part of their team and the organization, 15 (12.4%) of the respondents disagree to this statement with high mean score value of 3.86 and standard deviation value of 1.0108.

Besides, 99 (81.8%) of the respondents agreed that people are trustworthy in their team, 9 (7.5%) of the respondents disagree to this statement with high mean score value of 3.96 and standard deviation value of 0.8505. The remaining 13 (10.7%) of the respondents are neutral.

Moreover, 99 (81.8%) of the respondents agreed that they are close to their teammates in their organization, 6 (5%) of the respondents disagree to this statement with high mean score value of 4.02 and standard deviation value of 0.8265.

Additionally, 94 (77.7%) of the respondents agreed that they attach lots of value to their work, 3 (2.5%) of the respondents disagree to this statement with high mean score value of 4.03 and standard deviation value of 0.7630. The remaining 24 (19.8%) of the respondents are neutral.

Finally, 87 (71.9%) of the respondents agreed that their work achievement often acts as a source of motivation, 7 (5.8%) of the respondents disagree to this statement with high mean score value of 3.95 and standard deviation value of 0.9206. 27 (22.3%) of the respondents are neutral.

The survey results in table 4.5 below shows that majority of the respondents agreed that they easily adapt to day-to-day changes of their life and manage their responsibilities well, feel they are a sensible person, they are an important part of their team and the organization, people are trustworthy in their team, they are close to their teammates in their organization and they attach lots of value to their work. Moreover, all items of the seven sub constructs have a mean score value of >3.5 and this implies the existence of high Employee Well-Being in GIZ.

Table 4. 5 Percentage Analysis and Descriptive Statistics (Items Analysis: Employee Well-Being)

Items		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Mean	SD
1	I easily adapt to day-to-day changes of my life and manage my responsibilities well.	2	6	17	79	17	3.85	0.7817
		1.7%	5%	14%	65.3%	14%		
2	I feel I am a sensible person	4	6	20	67	24	3.83	0.9160
		3.3%	5%	16.5%	55.4%	18.9%		
3	I am an important part of my team and the organization.	3	12	17	56	33	3.86	1.0108
		2.5%	9.9%	14%	46.3%	27.3%		
4	People are trustworthy in my team.	2	7	13	71	28	3.96	0.8505
		1.7%	5.8%	10.7%	58.7%	23.1%		
5	I am close to my teammates in my organization	2	4	16	67	32	4.02	0.8265
		1.7%	3.3%	13.2%	55.4%	26.4%		
6	I attach lots of value to my work.	0	3	24	60	34	4.03	0.7630
		0	2.5%	19.8%	49.6%	28.1%		
7	My work achievement often acts as a source of motivation.	2	5	27	50	37	3.95	0.9206
		1.7%	4.1%	22.3%	41.3%	30.6%		
		Average Mean and SD of Employee Well-Being					3.93	0.8670

Source: Own survey, computed in SPSS, 2021

4.3.1.5 Analysis of Employees Existing Level of Training

As can be seen from table 4.6 below, 54 (44.6%) of the respondents agreed that GIZ provides necessary training to its employees when any change is needed, 34 (28.1%) of the respondents disagree to this statement with average mean score value of 3.21 and the highest standard deviation value of 1.1024. The remaining 33 (27.3%) of the respondents are neutral.

Table 4.6 also shows that 36 (29.8%) of the respondents agreed an employee is given appropriate training when the performance evaluation report shows that she/he performs poorly, 30 (24.8%) of the respondents disagree to this statement with average mean score value of 3.02 and standard deviation of 0.9615. The remaining 55 (45.5%) of the respondents are neutral.

As the findings from table 4.6 below reveals, 51(42.2%) of the respondents agreed an employee is selected for the necessary training when there is a gap between knowledge, skills and attitudes the job requires and what s/he possesses, 26 (21.5%) of the respondents disagree to this statement with average mean score value of 3.17 and standard deviation of 1.0194.

As per the result from table 4.6 below, 37 (30.6%) of the respondents agreed that GIZ gives appropriate training to its employee when it plans to promote/transfer an employee to a higher/ another job, 30 (24.8%) of the respondents disagree to this statement with average mean score value of 3.06 and standard deviation of 1.0194.54 (44.6%) of the respondents are neutral.

The finding from the above analysis indicates that most of the respondents agreed that: GIZ provides necessary training to its employees when any change is needed, and an employee is selected for the necessary training when there is a gap between knowledge, skills and attitudes the job requires and what s/he possesses. Additionally, all attributes of training have a mean score of between 2.70 and 3.49 and the overall average mean score of training is 3.11. This deduce that all

employees moderately agree on the provision of training in GIZ. Of the four attributes, the question ‘GIZ provides necessary training to its employees when any change is needed.’ scored the highest (Mean=3.21 and Std. Dev.=1.1024). On the other hand, the question ‘An employee is given appropriate training when the performance evaluation report shows that she/he performs poorly’ scored the lowest (Mean=3.02 and Std. Dev.=.19615). It can be deduced from this that GIZ provides training to its employees, however it is not based on performance evaluation result of the individual employees.

Table 4. 6 Percentage Analysis and Descriptive Statistics (Items Analysis: Training)

Items		SD*	D	N	A	SA	Mean	SD
		1	2	3	4	5		
1	GIZ provides necessary training to its employees when any change is needed.	8	26	33	41	13	3.21	1.1024
		6.6%	21.5%	27.3%	33.9%	10.7%		
2	An employee is given appropriate training when the performance evaluation report shows that she/he performs poorly.	9	21	55	30	6	3.02	0.9615
		7.4%	17.4%	45.5%	24.8%	5%		
3	Employee is selected for the necessary training when there is a gap between knowledge, skills and attitudes the job requires and what s/he possesses.	11	15	44	45	6	3.17	1.0194
		9.1%	12.4%	36.4%	37.2%	5%		
4	GIZ gives appropriate training to its employee when it plans to promote/transfer an employee to a higher/ another job.	8	22	54	29	8	3.06	0.9772
		6.6%	18.2%	44.6%	24%	6.6%		
		Average Mean and SD of Training					3.11	1.0151

Source: Own survey, computed in SPSS, 2021

SD* =Strongly Disagree (1), D= Disagree (2), N= Neutral (3), A= Agree(4), SA= Strongly Agree (5)

4.3.1.6 Analysis of Employees Existing Level of Monetary Incentive

The analysis from table 4.6 above reveals that 29 (24%) of the respondents agreed that they believe GIZ incentive system motivates the employee, 62(51.2%) of the respondents disagree to this statement with low mean score value of 2.68 and highest standard deviation value of 1.0505.

Table 4.6 above 21 (17.4%) of the respondents agreed that they believe GIZ incentive system is forward looking, 57 (47.1) of the respondents disagree to this statement with low mean score value of 2.63 and standard deviation value of 0.9410. The remaining 43 (35.5%) of the respondents are neutral.

Similarly, 20 (16.5%) of the respondents agreed that GIZ incentive system is relative to the challenge of job, 60 (49.6%) of the respondents disagree to this statement with low mean score value of 2.59 and standard deviation value of 0.9719. The remaining 43 (35.5%) of the respondents are neutral.

In the same manner, 12 (9.9%) of the respondents agreed that GIZ incentivizes in accordance with the work load, 64 (52.9%) of the respondents disagree to this statement with low mean score value of 2.48 and standard deviation value of 0.9138. The remaining 45 (37.2%) of the respondents are neutral. The lowest mean score of 2.48 implies that the existing Monetary Incentive of GIZ doesn't consider the workload of the staff.

On the other hand, 34 (28.1%) of the respondents agreed that GIZ has uniform criteria for incentivizing employees, 37 (30.6%) of the respondents disagree to this statement with average mean score value of 2.92 and standard deviation of 0.9797. The remaining 50 (41.3%) of the respondents are neutral. The mean score value of 2.92 implies that respondents agree that GIZ has a moderately uniform criterion for incentivizing its employees.

Most of the respondents agreed that GIZ incentive system doesn't motivates employee, the incentive system is not forward looking, not relative to the challenge of job and not in accordance with the work load. The cumulative mean score of Monetary Incentive is 2.66 which also confirms the existing Monetary Incentive is low.

Table 4. 7 Percentage Analysis and Descriptive Statistics (Items Analysis: Monetary Incentive)

Items		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Mean	SD
1	I believe GIZ incentive system motivates the employee	12	50	30	23	6	2.68	1.0505
		9.9%	41.3%	24.8%	19%	5%		
2	I believe GIZ incentive system is forward looking	12	45	43	18	3	2.63	0.9410
		9.9%	37.2%	35.5%	14.9%	2.5%		
3	GIZ incentive system is relative to the challenge of job	14	46	41	16	4	2.59	0.9719
		11.6%	38%	33.9%	13.2%	3.3%		
4	GIZ incentivizes in accordance with the work load	15	49	45	8	4	2.48	0.9138
		12.4%	40.5%	37.2%	6.6%	3.3%		
5	GIZ has uniform criteria for incentivizing employees	11	26	50	30	4	2.92	0.9797
		9.1%	21.5%	41.3%	24.8%	3.3%		
		Average Mean and SD of Monetary Incentive					2.66	0.9714

Source: Own survey, computed in SPSS, 2021

4.3.1.7 Analysis of Employees Existing Level of Motivation

Table 4. 8 Percentage Analysis and Descriptive Statistics (Items Analysis: Employee Motivation)

Items		Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Mean	SD
1	I am doing my best for the achievement of GIZ’s goals.	16	10	5	64	26	3.61	1.2804
		13.2%	8.3%	4.1%	52.9%	21.5%		
2	I am willing to accept difficult responsibilities and to contribute more.	15	10	10	53	33	3.65	1.3020
		12.4%	8.3%	8.3%	43.8%	27.3%		
3	I am very concerned for GIZ’s resources and I strive to best use them.	16	10	9	56	30	3.61	1.3062
		13.2%	8.3%	7.4%	46.3%	24.8%		
4	I feel I am doing with the best organization and I am proud of being a member of the GIZ.	15	10	18	54	24	3.51	1.2524
		12.4%	8.3%	14.9%	44.6%	19.8%		
5	I have no plan to resign soon from GIZ.	17	16	42	29	17	3.11	1.2234
		14%	13.2%	34.7%	24%	14%		
		Average Mean and SD of Employee Motivation					3.50	1.2729

Source: Own survey, computed in SPSS, 2021

The results from table 4.8 above shows that 90 (74.4 %) of the respondents agreed that they are doing their best for the achievement of GIZ's goals, 2 (21.5%) of the respondents disagree to this statement with high mean score value of 3.61 and standard deviation of 1.2804. The remaining 5(4.1%) of the respondents are neutral.

On the other hand, 86 (71.1 %) of the respondents agreed that they are willing to accept difficult responsibilities and to contribute more, 25 (20.7%) of the respondents disagree to this statement with high mean score value of 3.65 and standard deviation of 1.3020.

The finding from table 4.8 above also shows that 86 (71.1 %) of the respondents agreed that they are very concerned for GIZ's resources and they strive to best use them, 26 (21.5%) of the respondents disagree to this statement with high mean score value of 3.61 and highest standard deviation of 1.3062. The remaining 9 (7.4%) of the respondents are neutral.

Moreover, it can be seen for table 4.8 above that 78 (64.4%) of the respondents agreed that they feel they are doing with the best organization and are proud of being a member of GIZ, 25 (20.7%) of the respondents disagree to this statement with high mean score value of 3.51 and standard deviation of 1.2524. The remaining 18 (14.9%) of the respondents are neutral.

It was also indicated in table 4.8 that 46 (38%) of the respondents agreed that they have no plan to resign soon from GIZ, 33 (27.2%) of the respondents disagree to this statement with average mean score value of 3.11 and standard deviation of 1.2234. The remaining 42 (34.7%) of the respondents are neutral.

It can be generalized from the above finding that majority of the respondents have agreed that they are doing their best for the achievement of GIZ's goals, willing to accept difficult responsibilities and to contribute more, are very concerned for GIZ's resources and strive to best use them and they feel they are doing with the best organization and are proud of being a member of GIZ. The average mean score of Employee Motivation is 3.50 and this implies that currently there is average Employee Motivation in GIZ.

4.3.2 Result of Data Analysis Using Inferential Statistics

The main objective of this study is to assess factors affecting employee motivation. Inferential analysis that includes correlation and regression is conducted to examine the magnitude and level of the relationship between dependent and independent variables. The results of same are discussed and presented in this section. Value of coefficient of correlation (r) is within the range of $+/- 1$ and it shows both the strength and the direction of the relation. The value of $+1$ shows perfect positive correlation and -1 indicates perfect negative correlation. The value of 0 shows no relationship between the variables.

4.3.2.1 Correlation Analysis of the Study Variables

Table 4. 9 Spearman's rho's Correlation Coefficient Matrix of the Variables

		Correlations						
		EM	PA	JS	WLB	EWB	T	MI
Employee Motivation (EM)	Correlation coefficient	1						
	Sig. (2-tailed)	.000						
	N	121						
Perceived Autonomy (PA)	Correlation coefficient	.258**	1					
	Sig. (2-tailed)	.004	.000					
	N	121	121					
Job Satisfaction (JS)	Correlation coefficient	.032	.244**	1				
	Sig. (2-tailed)	.727	.007	.000				
	N	121	121	121				
Work-Life Balance (WLB)	Correlation coefficient	-.199*	-.435**	-.052	1			
	Sig. (2-tailed)	.029	.000	.569	.000			
	N	121	121	121	121			
Employee Well-Being (EWB)	Correlation coefficient	.226*	.265**	.228*	-.124	1		
	Sig. (2-tailed)	.013	.003	.012	.174	.000		
	N	121	121	121	121	121		
Training (T)	Correlation coefficient	.207*	.502**	.100	-.446**	.449**	1	

	Sig. (2-tailed)	.023	.000	.276	.000	.000	.000	
	N	121	121	121	121	121	121	
Monitory Incentive (MI)	Correlation coefficient	.308**	.279*	.135	-.270**	.321**	.470**	1
	Sig. (2-tailed)	.001	.002	.139	.003	.000	.000	.000
	N	121	121	121	121	121	121	121

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

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

Source: Own survey, computed in SPSS, 2021

To assess and interpret the relationship between the dependent and independent variables, Evans's (1996) suggestion is used. Relationship categories are based on r result which is .00-.19 "Very Weak", .20-.39 "Weak", .40-.59 "Moderate", .60-.79 "Strong" and .80-1.00 "Very Strong".

As indicated in table 4.9, Monetary Incentive ($r=.308, p=.001$) and Perceived Autonomy ($r=.258, p=.004$) have a significant and weak positive correlation with Employee Motivation.

The result from table 4.9 also indicates that Employee Well-Being ($r=.226, p=.013$) has a significant and weak positive correlation with Employee Motivation. Three studies done by Björklund, Jensen, and Karlsson (2013), Kaur (2013) and Nie and his collaborators (2014) found same result with this one.

As can be seen from table 4.9, Training ($r=.207, p=.023$) also has a significant and weak positive correlation with Employee Motivation. The findings from the studies by Hussain et.al.2013, Hanaysha and Hussain (2018) and Ozkeser (2019) also supports this finding.

The positive r values of Monetary Incentive, Perceived Autonomy, Employee Well-Being and Training shows that an increase or decrease in these variables will have the same increase or decrease effect on Employee Motivation. The sig value of these variables is $<.05$ and this shows they have a significant contribution to Employee Motivation.

Among the six independent variables of the study, Job Satisfaction ($r=.032, p=.727$) has the lowest positive correlation coefficient. The result implies it has non-significant contribution and weak positive correlation with Employee Motivation. Studies undertaken by Henríquez et.al, 2017, Scheers and Botha (2014), Arokiasamy, Tat and Abdullah(2013) and Velnampy (2014) found that there is a positive relationship between Job Satisfaction and Employee Motivation.

The above table 4.9 also shows Work-life Balance has a significant ($p=.029$) and very weak negative correlation ($r= -.199$) with Employee Motivation. Change in Work-life Balance will have the reverse effect on Employee Motivation in GIZ. This finding contradicts with that of Nwagbara and Akanji (2012) which states that there is a positive relationship between Work-life Balance and Employee Motivation.

4.3.2.2 Preliminary Diagnosis for Regression Analysis

Test of normality

The data set for this study is not normally distributed. This was checked using Shapiro-Wilk test (p values test), skewness and kurtosis (z value test), normal Q-Q plot and histogram as shown below. As can be seen in table 4.10 below, all dependent and independent variables have a p-value of > 0.5 . If p-value of the Shapiro-Wilk test (with <2000 respondents) falls below 0.5, the data is accepted as normally distributed. But, here the p values of all variables are far above 0.5 which indicates the data is not normally distributed (Zofia and Joanna, 2016).

Table 4. 10 Tests of Normality (I)

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Mean_Tarns_Employee Motivation	.092	121	.014	.916	121	.000

a. Lilliefors Significance Correction

Source: Own survey, computed in SPSS, 2021

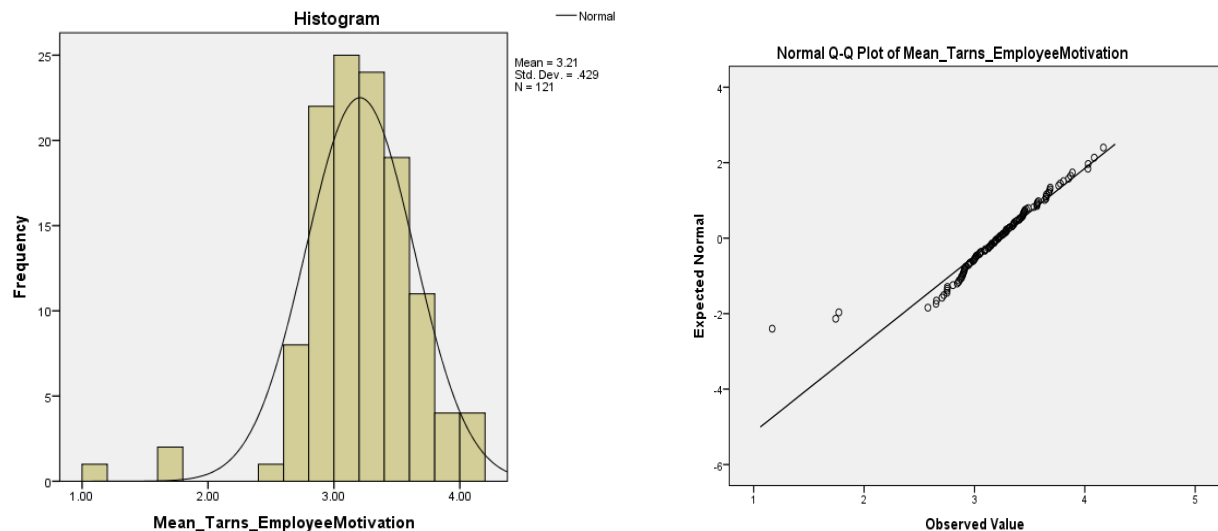
Table 4. 11 Descriptives (I)

			Statistic	Std. Error	Statistic/ Std. Error
Mean_Tarns_Employee Motivation	Mean		3.2066	.03900	
	95% Confidence Interval for Mean	Lower Bound	3.1294		
		Upper Bound	3.2838		
	5% Trimmed Mean		3.2234		
	Median		3.2163		
	Variance		.184		
	Std. Deviation		.42896		
	Minimum		1.17		
	Maximum		4.17		
	Range		3.00		
	Inter quartile Range		.49		
	Skewness		-1.179	.220	-5.359
	Kurtosis		4.891	.437	11.192

Source: Own survey, computed in SPSS, 2021

The result from table 4.11 shows the data is not normally distributed as the value is not in the range of the standard result of +/-1.96. The skewness value of -5.359 shows it is negatively

skewed and the kurtosis value of 11.193 implies it is a leptokurtic -positive kurtosis (picked curve). The below histogram and Q-Q Plot also shows the data is not normally distributed.



As a result, the most commonly used and powerful log transformation was done to normalize the distribution of the data set. Accordingly, the tests of normality for all variables (mean of log transformed for employee motivation) shows a p value of .000 which < 0.05 and this confirms the data set is still not normally distributed. The below histogram, Q-Q plot and descriptive statistics result also support this.

Table 4. 12 Tests of Normality (II)

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Mean_Logtrans_Employee Motivation	.103	121	.003	.828	121	.000

Source: Own Survey, computed in SPSS, 2021

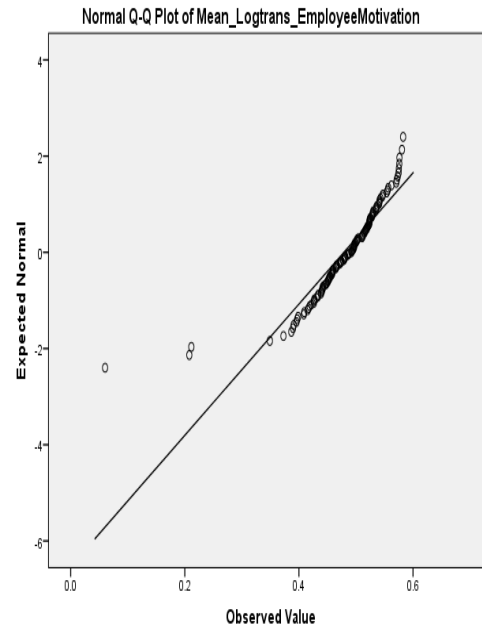
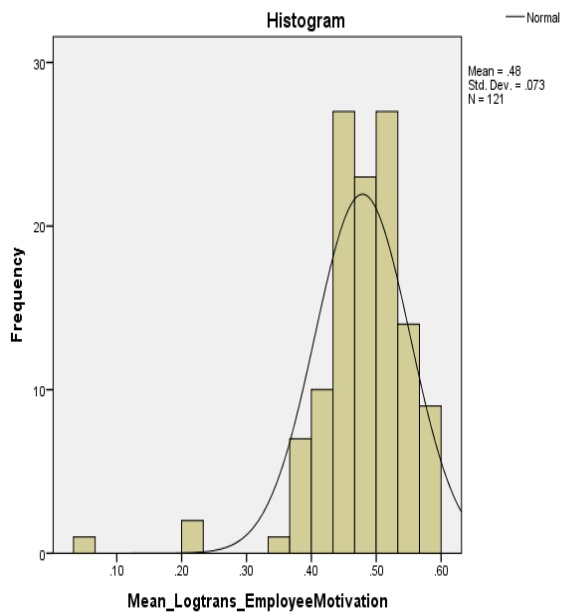


Table 4. 13 Descriptives (II)

			Statistic	Std. Error	Statistic/ Std. Error
Mean_Logtrans_ EmployeeMotiva tion	Mean		.4789	.00666	
	95% Confidence Interval for Mean	Lower Bound	.4657		
		Upper Bound	.4920		
	5% Trimmed Mean		.4852		
	Median		.4919		
	Variance		.005		
	Std. Deviation		.07330		
	Minimum		.06		
	Maximum		.58		
	Range		.52		
	Interquartile Range		.08		
	Skewness		-2.327	.220	-10.57
	Kurtosis		10.063	.437	23.027

Source: Own survey, computed in SPSS, 2021

Subsequently, further test for the normality of data distribution is done using ordinal regression analysis model and result of same is presented hereunder.

Table 4. 14 Model Fitting Information (I)

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	618.762			
Final	597.386	21.376	6	.002

Link function: Logit.

Source: Own survey, computed in SPSS, 2021

The p value of .002 in the above table is statistically significant and this shows the model fits the data well. The p value of >0.05 in the below goodness-of-fit table also deduces that it has good fit to the data set.

Table 4. 15 Goodness-of Fit (I)

	Chi-Square	df	Sig.
Pearson	1941.210	2017	.885
Deviance	596.000	2017	1.000

Link function: Logit.

Source: Own survey, computed in SPSS, 2021

Table 4. 16 Test of Parallel Lines (I)

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	597.386			
General	448.699 ^b	148.687 ^c	96	.000

Source: Own survey, computed in SPSS, 2021

As shown below in table 4.17, the model fits the data well (p value of .004 <.05) and the goodness-of-fit (p value > 0.05) implies it has good fit to the data set too. Moreover, the result

from table 4.19 with a p value of 1.000 indicates that it is statistically non-significant, and this doesn't violate the test of proportional odds.

Table 4. 17 Model Fitting Information (II)

Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	618.762			
Final	575.297	43.465	22	.004

Link function: Logit.

Source: Own survey, computed in SPSS, 2021

Table 4. 18 Goodness-of-Fit (II)

	Chi-Square	df	Sig.
Pearson	2012.566	2001	.423
Deviance	573.911	2001	1.000

Link function: Logit.

Source: Own survey, computed in SPSS, 2021

Table 4. 19 Test of Parallel Lines^a (II)

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	575.297			
General	543.320 ^b	31.977 ^c	352	1.000

Source: Own survey, computed in SPSS, 2021

Hence, Ordinal Regression Model is adopted to analyze the data. In summary, the result from the model fitting table shows that the model fits the data very well. The goodness -of-fit table also shows the model exhibits a good fit to the data set. The p value of 1.000 in the test of parallel lines table suggests that the assumptions are not violated.

4.3.2.3 Ordinal Regression Analysis

Table 4. 20 Parameter Estimates of the Study Variables

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Interval	
							Lower Bound	Upper Bound
Threshold	[Trans_EM = 1.00]	2.888	3.240	.794	1	.373	-3.462	9.237
	[Trans_EM = 1.40]	3.071	3.241	.898	1	.343	-3.280	9.423
	[Trans_EM = 1.80]	3.309	3.243	1.041	1	.308	-3.047	9.665
	[Trans_EM = 2.00]	3.766	3.248	1.344	1	.246	-2.600	10.132
	[Trans_EM = 2.20]	3.824	3.249	1.386	1	.239	-2.543	10.192
	[Trans_EM = 2.40]	3.880	3.250	1.426	1	.232	-2.489	10.250
	[Trans_EM = 2.60]	3.992	3.251	1.507	1	.220	-2.381	10.364
	[Trans_EM = 3.00]	4.048	3.252	1.549	1	.213	-2.326	10.421
	[Trans_EM = 3.20]	4.208	3.254	1.672	1	.196	-2.170	10.586
	[Trans_EM = 3.40]	4.496	3.259	1.904	1	.168	-1.891	10.883
	[Trans_EM = 3.60]	4.876	3.264	2.232	1	.135	-1.521	11.274
	[Trans_EM = 3.80]	5.446	3.272	2.771	1	.096	-.966	11.859
	[Trans_EM = 4.00]	6.359	3.283	3.752	1	.053	-.076	12.794
	[Trans_EM = 4.20]	7.010	3.289	4.542	1	.033	.563	13.457
	[Trans_EM = 4.40]	7.600	3.294	5.323	1	.021	1.144	14.057
	[Trans_EM = 4.60]	8.603	3.303	6.783	1	.009	2.129	15.077
	[Trans_EM = 4.80]	8.756	3.305	7.020	1	.008	2.279	15.234
Location	Trans_PA	.100	.282	.125	1	.723	-.454	.654
	Trans_JS	-.221	.187	1.402	1	.236	-.587	.145
	Trans_WLB	-.251	.213	1.382	1	.240	-.669	.167
	Trans_EWB	.706	.344	4.221	1	.040	.033	1.380
	Trans_T	.226	.271	.695	1	.405	-.305	.757
	Trans_MI	.611	.256	5.696	1	.017	.109	1.112

Link function: Logit.

Source: Own Survey, computed in SPSS, 2021

EM-Employee Motivation, PA- Perceived Autonomy, JS-Job Satisfaction, WLB- Work-Life Balance, EWB- Employee Well -Being, T- Training, MI- Monetary Incentive

As indicated in table 4.20 above, the sig value (p value) of Perceived Autonomy, Job Satisfaction, Work-Life Balance and Training is $>.05$. This shows these variables have non-significant contribution to Employee Motivation in this company. On the other hand, as the sig values is $< .05$, the variables Employee Well-Being ($p=.040$) and Monetary Incentive ($p=.017$) have a significant contribution to employee motivation.

4.3.2.3.1 The Effect of Perceived Autonomy on Employee Motivation

Perceived Autonomy is not a significant factor affecting Employee Motivation in GIZ Ethiopia. For one unit increase in Perceived Autonomy, there is a predicted increase of .100 in the log odds of .723 in Employee Motivation. This indicates that there is an increased probability of falling at a greater level on Employee Motivation as the values raise on Perceived Autonomy.

4.3.2.3.2 The Effect of Job Satisfaction on Employee Motivation

According to the result from table 4.20, the estimate value for Job Satisfaction is -.221 and the p value is .236. As a result, Job Satisfaction is not a significant positive factor affecting Employee Motivation in GIZ Ethiopia. As the scores of independent variable increases, there is a decreased probability of falling at a higher level on the dependent variable. Thus, for 1 unit increase in Job Satisfaction, there is a predicted decrease of .221 in the log odds of .236 on Employee Motivation. This simply means that as the values of the independent variable increases, there is a decreased probability of falling at a higher level on the dependent variable.

4.3.2.3.3 The Effect of Work-Life Balance on Employee Motivation

Work-Life Balance is not a significant positive factor affecting Employee Motivation in GIZ Ethiopia. One unit increase in Work-Life Balance results in a predicted decrease of .251 in the log odds of .240 on Employee Motivation.

4.3.2.3.4 The Effect of Employee Well-Being on Employee Motivation

Employee Well-Being is a significant positive factor affecting Employee Motivation in GIZ Ethiopia. As the scores of Employee Well-Being increases, there is an equivalent increased probability of falling at a higher level on Employee Motivation. Thus, for 1 unit increase in Employee Well-Being, there is a predicted increase of .706 in the log odds of 0.040 on Employee Motivation .

4.3.2.3.5 The Effect Training on Employee Motivation

Training is not a significant factor affecting Employee Motivation in this company. As the scores of training increases, there is an equivalent increased probability of falling at a higher level on Employee Motivation. Therefore, for 1 unit increase in training, there is a predicted increase of .226 in the log odds of .405 on Employee Motivation.

4.3.2.3.6 The Effect of Monetary Incentive on Employee Motivation

Monetary Incentive was a significant positive factor affecting Employee Motivation in GIZ Ethiopia. For 1 unit increase in Monetary Incentive, there is a predicted increase of .0611 in the log odds of .017 on Employee Motivation. Simply stated, there is an increased probability of falling at a greater level on Employee Motivation as the values raise on Monetary Incentive.

4.3.2.3.7 The Overall Effect of Independent Variables on the Dependent Variable

Table 4. 21 Pseudo R-Square

Cox and Snell	.302
Nagelkerke	.304
McFadden	.070

Link function: Logit.

Source: Own survey, computed in SPSS, 2021

As can be seen in table 4.21, the pseudo R-Square result (Nagelkerke) is .304 which shows the overall effect of independent variables on the dependent variable. This implies that 30.40% changes in the dependent variable (Employee Motivation) is because of the changes in the independent variables (Perceived Autonomy, Job Satisfaction, Work-Life Balance, Employee Well-Being, Training and Monetary Incentive) and 69.6% of the variance is explained by other factors not included in this study.

4.3.3 Hypothesis Testing

Based on the findings from Spearman's rho's Correlation Coefficient analysis of the variables (table 4.9), the r value is positive (except for Work-Life Balance) implying the existence of positive relationship between independent and dependent variables. Thus, the alternate hypothesis for these variables are accepted. For H3, the r value is negative and hence the alternate hypothesis is rejected. All independent variables apart from Job Satisfaction ($p=.727$ which $<.05$), have a significant effect on Employee Motivation.

Hypothesis	Findings			Decision
	r value	p value	Significant	
H1: There is a positive relationship between perceived autonomy and employee motivation	.258	.004	Yes	Supported
H2: There is a positive relationship between job satisfaction and employee motivation.	.032	.727	No	Not Supported
H3: There is a positive relationship between work-life balance and employee motivation.	-.199	.029	Yes	Supported

H4: There is a positive relationship between employee well-being and employee motivation	.226	.013	Yes	Supported
H5: There is a positive relationship between training and employee motivation.	.207	.023	Yes	Supported
H6: There is a positive relationship between monetary incentive and employee motivation.	.308	.001	Yes	Supported

Concerning H2 result of the study in the above table, theories of work motivations have addressed connections between Job Satisfaction and Motivation. However, according to the Principle of compatibility, it is possible for employees to satisfy with their jobs but not motivated. A study done by Kain, Rajah and Yusoff (2014) found same result with this finding. It has stated that Job Satisfaction is an attitude from experienced objects, whereas motivation is behavior towards identified objects and it concluded that although Job Satisfaction is found closely stand with theories of Motivation, these two field of studies should be treated separately as factors of influences and area of practice can be more identifiable. Same justification applies to this result.

4.4 Qualitative Data Analysis

Three open ended question are forwarded to the participants of this study mainly to collect their perception regarding employee motivation. The items ask what sources motivates them, which sources of employee motivation they value more and which sources of employee motivation they wish to be changed. Content analysis method was used to analyze the data.

4.4.1 Analysis of Open-ended Survey Questions

4.4.1.1 Sources of Employee Motivation in GIZ Ethiopia

Based on the result of the analysis, majority of the respondents have mentioned sound and good leadership that has human element in it, very professional teams with good team spirit , the good will/reputation GIZ has worldwide, favorable/conducive working environment ,promotion and demand driven training and capacity development opportunities including exposure visits are among the main sources of Employee Motivation in GIZ Ethiopia.

Moreover, salary/benefit packages, empowerment to assume higher responsibility in decision making, recognition (by supervisor and coworkers) for remarkable/good work achievements, job security, employee safety and health care especially during the pandemic, the work it self-meaning full work, job satisfaction and less control over person but high on deliverables are also mentioned as a source of motivation in this company.

4.4.1.2 Sources of Employee Motivation More Valued by the Staff

The result of the analysis shows most of the staff value more sound and good leadership, very professional teams with good team spirit, conducive working environment and demand driven training and capacity development opportunities including exposure visits. Recognition ,promotion ,attractive salary and benefit packages, employee empowerment, and job security are also among the more valued sources of Employee Motivation.

4.4.1.3 Sources of Employee Motivations Staff Wish GIZ to Amended

Salary scale review that considers market value, cost of living and competent with other similar international organizations, equal pay for equal work/position and qualification ,hiring additional staff to reduce the current work load on the existing staff, promotion opportunity especially for long serving staff, and the percentage of salary increment during promotion is less

are raised by majority of the respondents . Others have also mentioned that there is a huge difference between the monetary incentives of national staff and other international staff working in Ethiopia and this needs to be fixed .Performance assessment rating where by majority of the staff fall on ‘successful’ rating scale and the existing job grading system needs to be adjusted to accommodate promotion opportunity .Moreover, recognition and provision of (overseas and local) demand driven training ,housing allowance and school fee coverage for the staff and children as well are also among the sources of motivation staff wish GIZ to amend.

4.4.2 Analysis of Interview Questions

Three virtual interview sessions are held with Head, ICT Services Department ,Regional Manager, Oromia- EnDev and Finance and Admin Manager at SURED. The purpose of the interview was to crosscheck the responses of the employees with that of supervisors about what motivates employee, which source of motivation employees value more and which sources of employee motivation respondents wish to be changed.

4.4.2.1 Sources of Employee Motivation in GIZ Ethiopia

Narrative analysis method was applied to the data collected from the interview sessions. The result of the analysis showed that attractive salary and benefit packages, to be covered by provident scheme, 13th month salary (bonus payment) , better relationship with the manager and coworkers, socialization which includes both work and canteen use related ,promotion and career development opportunities, and recognition for better contribution(by management, superior and coworkers are the main sources of Employee Motivation in GIZ Ethiopia.

4.4.2.2 Sources of Employee Motivation More Valued by the Staff

The interview result shows team spirit and the work environment within the dep’t, the work itself and its dynamic nature-related to innovation/technological advancement, recognition,

appreciation and acceptance for work related achievements, salary adjustment based on cost of living, benefit packages such as provident fund , bank loan service and bonus payment and promotion and career development opportunities are sources of Employee Motivation that are more valued by the staff.

4.4.2.3 Sources of Employee Motivations Staff Wish to be Amended

Majority of the of the interviewees have described that the staff shall be more motivated if GIZ is able to amend the existing salary adjustment mechanism ,empowerment , provision of training , and promotion opportunities accompanied by room for transfer or change of title.

4.5 Data Triangulation

To increase the reliability of the study, information pertaining to the insights and perspectives on factors affecting employee motivation was collected both from employees and managers.

Monetary Incentive was a significant positive factor affecting Employee Motivation in GIZ Ethiopia and same was deduced by the findings from qualitative analysis. Respondents claim that Monetary Incentive is the main source of employee motivation which they wish GIZ to amend.

Employee Well-Being is also a significant positive factor affecting Employee Motivation and the respondents value employee safety and health care especially during the pandemic.

On the other hand, Perceived Autonomy and Training are not a significant factor affecting Employee Motivation whereas Job Satisfaction and Work-Life Balance are not a significant positive factor affecting Employee Motivation in GIZ Ethiopia.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Based on the quantitative and qualitative data analysis, summary of the findings, conclusions, and recommendations of the study are covered this chapter.

5.1. Summary of Major Findings

According to the descriptive analysis, the study has arrived at the below major findings: Majority of the respondents were between the age of 26-35 years, are male, have master's degree, served GIZ for 1 to 5 years, are working for projects and hold band 4 position. The overall mean score of Perceived Autonomy is 3.56 which indicates employees have high Perceived Autonomy in GIZ Ethiopia. The cumulative mean score of Job Satisfaction is 3.00 which shows employees have moderate level of Job Satisfaction. The overall mean score of Work-Life Balance is 2.68. This confirms the Work-Life Balance status of the employees is low. Employee Well-Being has overall mean score value of >3.5 this infers employees have high employee well-being. The overall average mean score of training is 3.11 deducing employees moderately agree on the provision of training in GIZ Ethiopia. The cumulative mean score of Monetary Incentive is 2.66 which shows the existing Monetary Incentive of GIZ Ethiopia is low. Almost all items of Employee Motivation construct have a mean score value of >3.5 and this implies staff is highly motivated and have no plan to resign from the company soon.

The finding from correlation analysis shows that: Monetary Incentive ($r=.308, p=.001$) and Perceived Autonomy ($r=.258, p=.004$) have a significant and weak positive correlation with Employee Motivation. Job Satisfaction ($r=.032, p=.727$) has the lowest positive correlation coefficient implying it has non-significant contribution and weak positive correlation with Employee Motivation. Work-Life Balance has a significant ($p=.029$) and very weak negative

correlation ($r = -.199$) with Employee Motivation. Change in Work-Life Balance will have the reverse effect on Employee Motivation in this company. Employee Well-Being ($r = .226$, $p = .013$) has a significant and weak positive correlation with Employee Motivation. Training ($r = .207$, $p = .023$) has a significant and weak positive correlation with Employee Motivation.

The result from ordinal regression analysis shows :

- Perceived Autonomy is not a significant factor affecting Employee Motivation in GIZ Ethiopia. For one unit increase in Perceived Autonomy, there is a predicted increase of .100 in the log odds of .723 in Employee Motivation.
- Job Satisfaction is not a significant positive factor affecting Employee Motivation in this company. For 1 unit increase in Job Satisfaction, there is a predicted decrease of .221 in the log odds of .236 on Employee Motivation.
- Work-Life Balance is not a significant positive factor affecting Employee Motivation in GIZ Ethiopia. One unit increase in Work-Life Balance results in a predicted decrease of .251 in the log odds of .240 on Employee Motivation.
- Employee Well-Being is a significant positive factor affecting Employee Motivation in GIZ Ethiopia. For 1 unit increase in Employee Well-Being, there is a predicted increase of .706 in the log odds of 0.040 on Employee Motivation.
- Training is not a significant factor affecting Employee Motivation in GIZ Ethiopia. for 1 unit increase in training, there is a predicted increase of .226 in the log odds of .405 on Employee Motivation.
- Monetary Incentive is a significant positive factor affecting Employee Motivation in GIZ Ethiopia. For 1 unit increase in Monetary Incentive, there is a predicted increase of .0611 in the log odds of .017 on Employee Motivation.

- Pseudo R-Square result (Nagelkerke) is .304 and this implies 30.40% changes in Employee Motivation is because of the changes in Perceived Autonomy, Job Satisfaction , Work-Life Balance, Employee Well-Being, Training and Monetary Incentive. The remaining 69.6% of the variance is explained by other factors not included in this study.

The result from qualitative data analysis shows that: majority of the respondents have mentioned sound and good leadership, professional teams with good team spirit ,the reputation GIZ has worldwide , conducive working environment ,promotion opportunity, demand driven training and capacity development opportunities, salary/benefit packages, employee empowerment, recognition, job security, employee safety and health care especially during the pandemic, the work itself and job satisfaction as the main sources of employee motivation in GIZ Ethiopia.

Of these sources, most of the respondents value more sound and good leadership, very professional teams, conducive working environment and training and capacity development opportunities including exposure visits, recognition ,promotion ,salary and benefit packages, employee empowerment, and job security.

Salary scale, equal pay for equal work and qualification , promotion opportunity especially for long serving staff, and percentage of salary increment for promotion ,difference in Monetary Incentive between national staff and international staff ,performance assessment rating, recognition and training provision ,housing allowance and school fee coverage for the staff and children are among the sources of motivation the staff wish GIZ to amend.

Analysis of interview questions shows that attractive salary and benefit packages, better relationship with the manager and coworkers, promotion opportunities, recognition for better contribution are the main sources of employee motivation in GIZ Ethiopia. On the other hand,

team spirit and the work environment within the dep't, the work itself and its dynamic nature, recognition and acceptance for work achievements, salary /benefit package adjustment and promotion are the main sources more valued by the respondents. Majority of the respondents wish GIZ to amend salary scale ,employee empowerment , provision of training , and promotion opportunities with room for transfer or change of title are among sources of motivation.

5.2.Conclusion

The general objective of this study is to investigate factors affecting Employee Motivation in GIZ Ethiopia and its specific objectives are to examine if the independent variables of the study (Perceived Autonomy, Job Satisfaction, Work-Life Balance, Employee Well-Being ,Training and Monetary Incentive) affects Employee Motivation.

Results from descriptive analysis shows that employees of GIZ Ethiopia have high Perceived Autonomy , moderate level of Job Satisfaction , low Work-Life Balance and high Employee Well-Being, moderately agree on Training provision , the existing Monetary Incentive is low, and the staff is highly motivated with no intention to resign soon.

The findings from correlation analysis shows Perceived Autonomy, Job Satisfaction, Employee Well-Being, Training and Monetary Incentive have a weak positive correlation with Employee Motivation. Contrary to this, Work-Life Balance has a very weak negative correlation with Employee Motivation.

The result from regression analysis shows Employee Well-Being and Monetary Incentive are a significant positive factor affecting Employee Motivation in GIZ Ethiopia while Perceived Autonomy and Training are not significant factors affecting Employee Motivation in this company. On the other hand, Job Satisfaction and Work-Life Balance are not significant positive factors affecting Employee Motivation. In general, 30.40% changes in Employee Motivation is

because of changes in Perceived Autonomy , Job Satisfaction , Work-Life Balance, Employee Well-Being, Training and Monetary Incentive. The remaining 69.6% of the variance is explained by other factors.

The result from qualitative data analysis shows that good leadership, better relationship with manager and coworkers, professional teams, reputation GIZ has worldwide , conducive working environment ,promotion, training, salary/benefit packages, employee empowerment, recognition, job security, employee safety and health care, the work itself and job satisfaction as the main sources of Employee Motivation in GIZ Ethiopia. Of these sources except the reputation GIZ has worldwide and better relationship with manager and coworkers all sources are more valued by the respondents. Salary scale, equal pay for equal work and qualification , employee empowerment, promotion and percentage of salary increment for promotion , difference in Monetary Incentive between national staff and international staff ,performance assessment rating, recognition and training ,housing allowance and school fee coverage are the sources respondents wish GIZ to amend.

5.3. Recommendations

Based on the findings and conclusions of this research, the following recommendations are pointed out to further enhance employee motivation within GIZ Ethiopia.

- The prevailing Monetary Incentive system of GIZ doesn't motivates employee and is not forward looking , not relative to the challenge of job and not in accordance with the work load. The existing Monetary Incentive of GIZ is low and the company ought to amend it in line with that of other similar international organizations operating in Ethiopia. Such amendments accompanied by moderate job satisfaction, high employee well-being and highly motivated and qualified staff with no intention to resign will help GIZ Ethiopia to realize its mission.

- The existing promotion policy of the company doesn't give enough room both for outstanding/ superior performers and long serving staff. Thus, it would be better and would have a great advantage in motivating and retaining its workforce if GIZ ought to amend its promotion policy in the way to accommodate same.
- The nature of task and methods of employee motivation has changed than it was a generation ago. Literature supports that empowerment motivates employees. Hence it would be good if GIZ promotes the culture of empowering capable employees to a certain extent with due care.
- Management, superiors and coworkers ought to develop and exercise the habit of giving recognition and appreciation for better work achievements of an employee as it motivates for further achievements.

5.4. Implication for Further Research

Employee motivation can be affected by many factors other than the one selected for this study. Only perceived autonomy, job satisfaction, work-life balance, employee well-being, training and monetary incentive are covered in this study which is a cross-sectional study. It would be good if future research considers conducting longitudinal study with more factors. Moreover, this study has considered only national staff with duty station in Addis and thus wider sample including staff working at the regions should also be considered so that results can be generalized.

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Annexes

Annex 1: Questionnaire and Interview



ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
MA in HUMAN RESOURCE MANAGEMENT
Questionnaire to be filled by GIZ National Personnel

My name is Tolosa Adere, a student at Addis Ababa University College of Business and Economics, School of Commerce. This questionnaire is designed to collect primary data for conducting a study on the “Factors Affecting Employee Motivation: The case of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Ethiopia” in partial fulfillment of my MA in Human Resource Management.

This is to kindly request you to spare some of your precious time to provide me with reliable information so that the findings of this study would meet the intended outcome. I strongly assure you that the information collected via this questionnaire will be purely used for academic purposes only and that it will be treated confidentially. I would like to thank your voluntary participation for the success of my research. Your honest and thoughtful response is invaluable. I thank you very much for your support.

General Instruction

Instructions are indicated under each of the three parts of the survey questionnaire below. Please carefully read and answer accordingly. The average time to complete the questionnaire is 10 minutes.

For any inquiry regarding this questionnaire, I am available at: +2519 38-03-53-64 or tolosa.adere@giz.de.

PART I: RESPONDENT'S DEMOGRAPHIC INFORMATION

Please check the radio button for items which are more applicable for your biographical information.

1. Your age in years:

- ☐ 18-25 years ☐ 26-35 years ☐ 36-45 years ☐ above 45 years

2. Gender:

- ☒ Male ☐ Female

3. Educational Qualification:

- ☐ Bachelor's Degree ☐ Master's Degree ☐ PhD

4. Service year in GIZ Ethiopia:

- ☐ Less than a year ☐ 1-5 years ☐ 6-10 years ☐ 11 years and above

5. Band level of your job position:

- ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6

6. Unit you are working for :

- ☐ Country Office ☐ Program ☐ Project ☐ Others

PART II: QUESTIONS RELATED TO FACTORS AFFECTING EMPLOYEE MOTIVATION

Listed below are statements about factors affecting employee motivation in GIZ Ethiopia. Carefully consider each statement and mark the answer that indicates the extent to which you agree with the statement.

NB: **SD**= Strongly Disagree, **D**= Disagree, **N**= Neutral, **A**= Agree and **SA**= Strongly Agree

No.	Items	SD	D	N	A	SA
I	Perceived Work Autonomy					
1.	The job allows me to make my own decisions about how to schedule my work	☐	☐	☐	☐	☐

2.	The job allows me to decide on the order in which things are done	☐	☐	☐	☐	☐
3.	The job allows me to plan how I do my work.	☐	☐	☐	☐	☐
4.	The job provides me with significant autonomy in making decisions.	☐	☐	☐	☐	☐
5.	The job gives me considerable opportunity for independence and freedom in how I do the work.	☐	☐	☐	☐	☐
II	Job Satisfaction					
6.	I feel fairly satisfied with my present job	☐	☐	☐	☐	☐
7.	Most days I am enthusiastic about my work	☐	☐	☐	☐	☐
8.	Each day of work seems like it will never end	☐	☐	☐	☐	☐
9.	I find real enjoyment in my work	☐	☐	☐	☐	☐
10.	I consider my job rather unpleasant.	☐	☐	☐	☐	☐
III	Work -Life Conflict					
11.	I often neglect my personal needs due to the stress of my work.	☐	☐	☐	☐	☐
12.	My work suffers because of everything going on in my personal life.	☐	☐	☐	☐	☐
13.	I often need to make difficult choices between my work and my personal life.	☐	☐	☐	☐	☐
14.	I return home from work too tired to try to do things I wish to do	☐	☐	☐	☐	☐
15.	My job makes it difficult to take care of the type of private life I might like	☐	☐	☐	☐	☐
IV	Employee Well -Being					
16.	I easily adapt to day-to-day changes of my life and manage my responsibilities well.	☐	☐	☐	☐	☐
17.	I feel I am a sensible person.	☐	☐	☐	☐	☐
18.	I am an important part of my team and the organization.	☐	☐	☐	☐	☐
19.	People are trustworthy in my team.	☐	☐	☐	☐	☐
20.	I am close to my teammates in my organization	☐	☐	☐	☐	☐
21.	I attach lots of value to my work.	☐	☐	☐	☐	☐
22.	My work achievement often acts as a source of motivation.	☐	☐	☐	☐	☐

V	Training					
23.	GIZ provides necessary training to its employees when any change is needed.	☐	☐	☐	☐	☐
24.	An employee is given appropriate training when the performance evaluation report shows that she/he performs poorly.	☐	☐	☐	☐	☐
25.	Employee is selected for training when there is a gap between knowledge, skills and attitudes the job requires and what s/he possess.	☐	☐	☐	☐	☐
26.	GIZ gives appropriate training to its employee when it plans to promote/transfer an employee to a higher/ another job.	☐	☐	☐	☐	☐
VI	Monetary Incentive					
27.	I believe GIZ incentive system motivates the employee	☐	☐	☐	☐	☐
28.	I believe GIZ incentive system is forward looking	☐	☐	☐	☐	☐
29.	GIZ incentive system is relative to the challenge of job	☐	☐	☐	☐	☐
30.	GIZ incentivizes in accordance with the work load	☐	☐	☐	☐	☐
31.	GIZ has uniform criteria for incentivizing employees	☐	☐	☐	☐	☐
VII	Motivation					
32.	I am doing my best for the achievement of GIZ's goals	☐	☐	☐	☐	☐
33.	I am willing to accept difficult responsibilities and to contribute more	☐	☐	☐	☐	☐
34.	I am very concerned for GIZ's resources and I strive to best use them	☐	☐	☐	☐	☐
35.	I feel I am doing with the best organization and I am proud of being a member of the GIZ	☐	☐	☐	☐	☐
36.	I have no plan to resign soon from GIZ	☐	☐	☐	☐	☐

Reset

Part III: Open -ended Questions

1. What do you think are the sources/reasons of employee motivation in GIZ Ethiopia?
[Click or tap here to enter text.](#)
2. Which sources/reasons employee motivation do you value more?
[Click or tap here to enter text.](#)
3. If GIZ is willing to modify sources/reasons of employee motivation, which of them you wish to be included/excluded to more motivate the staff ?
[Click or tap here to enter text.](#)

Thank you so much once again for your time and valuable inputs.



Addis Ababa University
College of Business and Economics School of Commerce
Department of Human Resource Management
Interview questions for Head of Departments/Managers

Dear Managers,

This interview questions is designed to conduct a research for partial fulfillment for Degree of Masters in Human Resource Management. The purpose of this study is to assess factors affecting employee motivation for national staff in GIZ Ethiopia. Thus, you are kindly requested to take your precious time and cooperate in answering the following interview questions at your convenience.

Your honest and accurate responses will make this study more valuable. Your responses are solely meant for academic purpose and kept confidential.

Thank you in advance for your cooperation.

Interview questions

1. What do you think are the sources of employee motivation for GIZ Ethiopia national staff?
2. Which sources of employee motivation do you think national staff of GIZ Ethiopia value more? Why?
3. If GIZ is willing modify the sources of employee motivation, which of them you wish to be included/excluded to more motivate the staff ? why?

The End!