



**Addis Ababa University**

**College of Business and Economics**

**School of Commerce**

**Department of Project Management**

**Assesing the Effect of Motivational factors on job satisfaction: A Case Study  
of Ayat Real Estate**

A Research Project Report (Thesis) Submitted in Partial Fulfillment of the Requirements for  
Obtaining the Degree of Masters of Project Management

**BY**

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Addis Ababa, Ethiopia

March, 2024

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## **Declaration**

I, Kalkidan Bifa, declare that this thesis entitled “Assesing the Effect of Motivational factors on job satisfaction : A Case Study of Ayat real estate ” is my own work. I have undertaken the research work independently with the guidance and support of my advisor. The study is original and has not been used as a requirement for partial fulfillment for any sort of educational qualification at this university or any other and all the resources materials used for this thesis had been accordingly acknowledged.

Declared by:

Name: Kalkidan Bifa

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Date: March, 2024

## **Certification**

This is to certify that this study paper titled “ Assesing the Effect of Motivational factors on job satisfaction : A Case Study Ayat realestate” conducted by Kalkidan Bifa for the partial fulfillment of Master of Arts Degree in Project Management from Addis Ababa University School of Commerce is an original work and fit for partial fulfillment for Master of Arts Degree in Project Management.

Dr. Wubishet Bekalu

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Research Advisor

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Date

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## **Abstract**

*The purpose of this study is to assessing the motivational factors in Ayat real estate. The research aims to identify the different types of motivational factors that affect job satisfaction, and how they can be addressed to enhance job satisfaction. The study adopts descriptive research with quantitative approach to describe the practices and their challenges. Using random sampling, a sample of relevant 63 respondents is obtained who are working on Ayat real estate. The collected data are analyzed by SPSS using descriptive statistics analyses. The study also finds the motivational factors in the organization. The findings indicate that there are several motivational factors that impact job satisfaction, including poor compensation, lack of recognition, limited career growth opportunities, and poor working conditions. Finally the study recommends to explore how different managerial techniques can be used to increase internal content of work, extrinsic content, and job satisfaction, and how these techniques may differ depending on industries and job types. By conducting additional research in this area, organizations can develop evidence-based interventions that enhance employee satisfaction and performance.*

*Key words: motivational factors; Intrinsic motivation; Extrinsic motivation*

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# **Chapter One**

## **Introduction**

This research chapter comprises the study's context, study area overview, problem statement and research inquiries, study goals, study importance, study boundaries, study constraints, term definitions, and organization of the study report. Detailed information on each of these elements is provided below.

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

Job satisfaction is a crucial aspect that affects the overall well-being and productivity of employees. Organizations invest significant effort in ensuring that their employees are satisfied and motivated in their roles Anupama, Sihag. (2016) Motivational factors play a key role in influencing an employee's satisfaction, productivity, and commitment to their job Kayalvizhi., K. (2018). The real estate industry plays a vital role in the economic development of any nation, contributing to job creation and overall economic growth Md., Istiaque, Hossain, Molla,(2015).To thrive in this competitive sector, organizations must prioritize the motivation and satisfaction of their employees. Motivation is a critical driver of employee engagement, productivity, and ultimately, organizational growth and development Chintya,(2020). Motivation has both psychological and managerial meanings, as expounded by Tosi, Mero and Rizzo (2000). Motivation is a psychological concept that concerns the internal cognitive state of an individual. This cognitive state encompasses a range of factors, including the initiation, direction, persistence, intensity, and termination of behavior Oleksii, Sabadukha. (2022). As such, motivation can be seen as a complex and multi-dimensional construct that plays a crucial role in shaping human behavior and experience Eleanor, H(2016). On the other hand, the concept of motivation from a managerial perspective pertains to the actions taken by leaders to instill drive in others to achieve the expected outcomes as specified by the organization or manager, while considering the interplay between motivation, skill, and effectiveness S., Jaya, Krishna. (2013). A plethora of methods for motivating employees are at the disposal of organizations, which include not only simple acknowledgement of the staff's accomplishments through expressions of gratitude but also intricate plans that merge and establish objectives with predetermined incentives (Torrington, Hall & Taylor, 2008).

However, the impact of motivational factors on job satisfaction has not yet been extensively researched, particularly within the context of real estate companies.

Since 1990, Real estate sector has been rapidly expanding in Ethiopia as a part of its construction industry, with many Ethiopian entrepreneurs investing in this sector fikir.A (2021). However, little is known about the constraints faced by these real estate sector in terms of their employees satisfaction, as well as the nature of work factors and employees' commitment. Therefore, this study aims to investigate the impact of both external and internal motivation on job satisfaction of Real estate located in Addis Ababa, Ethiopia. Through an in-depth analysis of the findings, this study aims to provide valuable insights into the role of motivation in the success of real estate industry, and to offer recommendations for their sustainable growth and development. Ultimately, this research will contribute to the existing body of knowledge on organizational behavior and management, and provide practical implications for real estate companies in Ethiopia and beyond.

## **1.2 Description of the Study Area**

Ayat Real Estate is a prominent real estate company located in Ethiopia. With its headquarters situated in Addis Ababa, the capital city, Ayat Real Estate has established a strong presence in the local market Marjan, Hilde, Kloosterboer. (2019). Ayat Real Estate is a share holder's company that was created in 1997 and is one of the pioneering Ethiopian companies in this sector. The company's first project was the Ayat Villa, a luxury villa complex located in the heart of Addis Ababa. Ayat real estate is currently constructing Apartments and shops, both apartments and mall in one village located around CMC Michael church. The company places a strong emphasis on ensuring that their properties meet modern standards of functionality, aesthetics, durability and offerings their dedication to high-quality construction and architectural designs.

Furthermore, Ayat Real Estate is committed to providing excellent customer service. Their professional and knowledgeable team guides clients through the entire process, from property selection to legal procedures, ensuring a smooth and hassle-free experience. As a prominent player in the Ethiopian real estate market, Ayat Real Estate contributes significantly to the growth of the local economy. Their developments have the potential to enhance urban landscapes and create job opportunities for the communi. The research aims to asses how motivational factor impact the job satisfaction of within the Ayat Real Estate.

### **1.3 Statement of the problem**

The level of motivation displayed by employees is a significant factor that can greatly impact the overall effectiveness of an organization, as posited by Paul (2017). Research has shown that a positive organizational culture, characterized by a supportive and rewarding work environment, can increase employee motivation and contribute to the growth and development of the organization (Cruz et al., 2018). According to Kuranchie-Mensah, E.B. and Amponsah-Tawiah, K. (2016), the external working conditions such as salary, promotion opportunity, incentives, the welfare of workers, equity and job security with the internal work condition such as opportunity of achievement, challenging work, Increased responsibility, growth and development are stronger predictors of employee motivation. Managers are expected to make effective and appropriate decisions about external motivational factors which contribute to the employees' motivation towards their satisfaction. However, despite extensive research on motivational theories, there is a lack of understanding of how motivational factors affect real estate industry in the context of job satisfaction. The existing literature on the subject matter has primarily concentrated on the effects of external motivators such as incentives, acknowledgment, and monetary benefits, while paying less attention to internal motivators such as job satisfaction and individual advancement.

This gap in the literature highlights the need for empirical research to assess the effect of motivational factors on job satisfaction. Therefore, it is important to assess the effects of motivational factors in real estate to identify potential sources of these constraints, understand their impact and develop strategies to improve motivation, enhance and promote employee satisfaction.

### **1.4 Research questions**

Consequently, the researcher working by setting a statement of problem on the following basic questions:

- What is the level of intrinsic motivation?
- What is the level of Extrinsic motivation ?
- What is the level of Employees satisfaction ?
- What is the relationship between motivation and satisfaction ?

## **1.5 Objectives of the Study**

### **1.5.1 The general objective**

The general objective of this research is to study the effects of motivational constraints on organizational growth and development.

### **1.5.2 The specific objective**

The specific objective of the research is:-

- To identify the level of intrinsic motivation
- To identify the level of extrinsic motivation
- To assess the level of employees satisfaction
- To identify the relation between motivation and satisfaction

## **1.6 Significance of the Research**

The study is to deal the impact of motivational factors such as internal and external factors towards job satisfaction of real estate employees. The purpose of this research is to assess the effects of motivational factors, both internal and external employees in real estate and to understand the impact of these factors on job satisfaction. The significance of this study lies in its ability to address motivational factors in organizations, which can enhance employee satisfaction and engagement, resulting in a positive impact on employee satisfaction. Additionally, this study sheds light on the relationship between job satisfaction and employee motivation in the context of employees satisfaction Ayat real estate. The outcomes of this particular analysis possess the potential to equip the administration at the institution with an in-depth comprehension of the most pivotal parameters that exert a significant influence on employee motivation. Additionally, this research constitutes a commendable addition to the pre-existing body of literature on the topic, thereby serving as an invaluable resource for other scholars who aspire to engage in more comprehensive research pertaining to the matter at hand. As such, this study possesses the potential to significantly contribute to the existing knowledge base on employee motivation.

## **1.7 Scope of the Study**

The study will only tell us about the effect of motivational factors on job satisfaction in the case of Ayat real estate. This includes studying the various motivational factors that impact job satisfaction and identifying strategies that can be used to effectively overcome these factors. The study is limited by the time frame in which data was collected, and changes in motivational factors over time were not measured.

## **1.8 Definition of terms**

**Motivation:** defined as "the driving force that initiates and directs behavior towards achieving a particular goal" (Ryan & Deci, 2000).

**Satisfaction** is the fulfillment of one's desires or expectations, resulting in contentment or pleasure. (Maslow, 1943).

## **1.9 Organization of the Study**

This paper is structured into five distinct chapters, each of which serves a unique purpose in presenting the research findings. The first chapter provides an introduction to the study, including a statement of the problem, the objectives of the research, the significance of the study, the scope and limitations of the research used. In the second chapter, the related literature that is relevant to the subject matter were discussed. This includes both theoretical and empirical frameworks that have been used in previous research studies. In the third chapter, the research design is elaborated, with a particular focus on the population and sampling design, as well as the data collection and analysis methodology. In the fourth chapter, the data obtained from the respondents are presented, analyzed and discuss the findings. Finally, the last chapter offers a comprehensive summary of the key findings and conclusions that have been drawn from this research, as well as any relevant recommendations that can be made based on these findings.

## **Chapter Two**

### **Literature review**

#### **2.1 Theoretical Literature Review**

##### **2.1.1 The Meaning Motivation**

The concept of motivation spans multiple fields of study, including public administration, economics, sociology, education, project management, psychology, business administration, marketing, and human resource management. According to the Society for Human Resource Management (2010), motivation refers to a collection of psychological factors that determine a person's level of effort and their ability to persevere in challenging situations. This definition implies that there are numerous actions one can take to persist or give up when faced with difficulties.

Herzberg, F. (1968) set out to determine the effect of attitude on motivation, by asking people to describe situations where they felt really good, and really bad, about their jobs. Herzberg, F.(1968) study discovered that individuals who experienced positive feelings towards their occupation provided responses that were vastly distinct from those who experienced negative emotions. In essence, Herzberg's Motivation-Hygiene Theory has a significant impact on contemporary

management practices, emphasizing the importance of job satisfaction, motivation, and employee engagement. These are:

Table 1 Factor of satisfaction and dissatisfaction

<b>Factors for Satisfaction</b>	<b>Factors for Dissatisfaction</b>
Achievement	Company policies
Recognition	Relationship with supervisor and peers
The work it self	Supervision
Responsibility	Work conditions
Advancement	Salary
Growth	Status
	Security

The conclusion he drew is that job satisfaction and job dissatisfaction are not opposites.

The opposite of Satisfaction is No Satisfaction.

The opposite of Dissatisfaction is No Dissatisfaction.

## **2.2 Theories of Motivation**

### **2.2.1 Theory X and Theory Y**

According to McGregor(1960), Theory X and Theory Y are two contrasting approaches to employee motivation and management. These theories provide insights into how managers perceive and treat their employees. Theory X suggests that managers hold a pessimistic view of their employees' motivations. According to this theory, employees are generally lazy, dislike work, and need to be closely supervised and controlled to meet organizational goals. Managers following this perspective believe that employees lack ambition, prefer to avoid responsibility, and must be motivated primarily through external rewards or punishments. On the other hand, Theory Y presents a more optimistic view of employee motivation. It suggests that employees are inherently self-motivated, seek personal growth, and are capable of taking responsibility. Managers adopting this perspective view work as natural and believe that employees can be creative, innovative, and are willing to contribute their best efforts for achieving organizational objectives. Theory Y emphasizes the importance of fostering a supportive work environment that encourages employees to utilize their potential and actively participate in decision-making processes.

### **2.2.2 Theory Z**

In Theory Z, Ouchi(1981) suggests that employees are motivated when they feel a sense of belonging, involvement, and commitment to their organization. The theory argues for a participative management style that promotes employee empowerment and encourages them to contribute to decision-making processes. It prioritizes creating a supportive and collaborative work culture, where individuals can develop a strong sense of mutual trust and respect. Additionally, Ouchi's Theory Z highlights the importance of providing employees with opportunities for personal and professional growth. Organizations that invest in employee development and offer long-term job security are believed to foster higher levels of motivation and loyalty. The theory posits that when employees perceive stability and the potential for advancement within their organization, they are more motivated to contribute their best efforts.

### **2.2.3 David McClelland' s Achievement Theory**

According to McClelland,D.C.(1961), individuals are motivated by the inherent desire to excel, reach challenging goals, and experience a sense of accomplishment in their work. This theory

identified three primary needs that influence individual motivation: achievement, power, and affiliation. Among these needs, the need for achievement is particularly relevant in work settings. Individuals with a high need for achievement tend to seek out challenging tasks and set ambitious goals for themselves. They are motivated by the opportunity to take on individual responsibility, receive feedback on their performance, and experience a sense of personal accomplishment.

#### **2.2.4 Herzberg's Two Factor Theory**

According to Herzberg's Two-Factor Theory, employees' motivation and job satisfaction are influenced by two sets of factors: hygiene factors and motivators. Hygiene factors refer to the basic prerequisites for a satisfactory work environment. These factors are related to the work environment and are essential for preventing dissatisfaction but do not lead to long-term motivation. When they are adequate, employees become neutral or satisfied, but their improvement does not necessarily result in increased motivation, such as salary, job security, company policies, and working conditions. While the presence of these factors alone does not motivate employees, their absence or dissatisfaction can lead to job dissatisfaction. According to Herzberg (1967) as quoted in Ukaegbu (2000), intrinsic elements of the job are related to the actual content of work, such as recognition, achievement and responsibility. These factors are referred to as "motivational" factors and are integral components of job satisfaction.

The motivational factors identified by Herzberg, such as recognition, achievement, and responsibility, are critical components of job design and can help managers create a work environment that is conducive to job satisfaction. Conversely, extrinsic factors such as salary, working conditions, and benefits are hygiene factors that, while not capable of engendering job satisfaction, can certainly lead to job dissatisfaction if absent. Herzberg's theory remains a critical framework for understanding job satisfaction and motivation in the workplace. Organizations that seek to create a productive and motivated workforce must pay attention to both the intrinsic and extrinsic factors that contribute to job satisfaction. This includes creating a work environment that fosters recognition, achievement, and responsibility while also providing adequate working conditions, salary, and benefits.

### **2.3 Motivational Drives**

According to Pfeffer (2009), motivational drives are centered on meeting employee needs for recognition, influence, personal growth, autonomy, and responsibility. In fact, he suggests that these drives are even more advantageous than financial rewards. By fulfilling the need for recognition, achievement, growth, and independence, motivational drives can ensure that employees feel valued and fulfilled in their work. Unlike financial incentives, motivational drives have no direct financial implications and instead leverage pre-existing needs and desires of individuals. They are focused on recognition, influence, personal growth, autonomy, and responsibility, and are more beneficial to employees than financial rewards.

### **2.3.1 Achievement:**

Achievement is the act of completing specific objectives through the utilization of skills, knowledge, and strength. It is a result of an individual's desire to excel and succeed within an organization. The motivation to achieve success characterizes achievement motivation. This intrinsic drive is fueled by both internal and external factors, as individuals satisfy their needs through various methods. Elliot and Cater (2007) assert that achievement motivation is centered on fulfilling one's aspirations and achieving success in life. The goals that individuals set for themselves impact their task performance and reflect their desire to demonstrate competence. These innate physiological drives influence our natural behavior in diverse settings.

### **2.3.2 Career Advancement**

Career advancement or development pertains to the degree of professional growth that employees experience in their current job positions. The development of one's career is a vital component of building, inspiring, and retaining a skilled workforce. The provision of career opportunities to personnel is a crucial human resource strategy that enhances organizational performance (Boamah, 2014). When employees feel that management is invested in their progress, they are more inclined to be motivated to perform at higher levels. A well-designed career system encourages employees to take ownership of their personal development, which is essential to the organization's success. An organized career planning system that offers internal advancement opportunities serves as a motivating factor for employees.

### **2.3.3 Autonomy**

Autonomy, as observed by Mohammad, Olowu, Ibejide, and Adeoye (2007), pertains to the discretion granted to employees to employ their own initiatives in performing assigned tasks. This definition is further supported by Atikson (2009), who characterizes autonomy as an innate desire to be self-directed, where its implementation fosters engagement instead of mere compliance as posited by Gikuya (2014). Autonomy is characterized by the freedom of action, significant accountability, and responsibility that it entails. It gives employees a sense of control over their assigned tasks, which is instrumental in boosting their morale and job satisfaction. The provision of autonomy to employees enables them to exercise discretion and utilize alternative approaches to accomplishing their work responsibilities. This underscores the importance of extending autonomy to employees, as it has the potential to inspire, satisfy, and motivate them to be dedicated and determined towards the progress of their organization.

### **2.3.4 Recognition**

Employee recognition refers to the act of an organization acknowledging and appreciating an employee's behavior or performance that aligns with the company's goals and values. This form of recognition surpasses initial expectations and can have a positive impact on the employee, enhancing their self-concept, confidence, and enthusiasm to carry out their assigned tasks. According to Gikuya (2014), receiving commendation represents a clear form of employee recognition and satisfies a fundamental need that every employee possesses. Commendatory messages have the ability to make employees feel valued, recognized, and significant within the organization.

### **2.3.5 Nature of Work**

The motivation of employees is influenced by various factors, including the nature of work. The degree of relevance of work is an essential factor that drives employee motivation. This relevance can be defined as the level of significance that work holds for an employee. According to Harrison (2009), the degree of relevance of work is positively associated with various benefits such as job satisfaction, motivation, enrichment, and performance. The work environment is another critical

factor that has a significant impact on employee motivation. A positive and comfortable work environment can enhance motivation levels. The nature of work is a manifestation of the work-life balance. Organizations that implement work-life balance policies provide employees with the necessary support to attend to their personal matters. These policies include flexible work hours, the freedom to work from home, job sharing, sabbatical leave, and maternal leave.

## **2.4 Empirical Literature**

The real estate sector is a highly competitive industry that has been the subject of several empirical studies exploring the effect of motivational factors on job satisfaction. According to kim, found that job satisfaction was significantly influenced by factors such as work-life balance, job security, and recognition among licensed real estate agents (Kim, 2023). The budget participation had a significant positive impact on employee performance in real estate companies. The study found that budget participation was positively related to job satisfaction, which in turn positively influenced employee performance (Silva et al., 2022).

Nkomo and Beugre (2006) discovered that a significant and positive contribution was made towards the growth and development of an organization by the level of leadership support given for employee motivation. Furthermore, the study established that employees were more motivated when they had a clear understanding of their roles and responsibilities, and when they were empowered to make decisions. Kozlowski and Salas (1997) delved into the role of job design on employee motivation. The research highlighted that job design factors, such as task variety, autonomy, feedback, and social support, were positively linked with employee motivation. Consequently, these factors contributed to the long-term growth and development of the organization. It is important to note that job design factors should be considered when designing and developing jobs to enhance employee motivation and productivity, which ultimately leads to the growth and development of the organization. Additionally, it is crucial for leaders to provide support to employees in order to foster a conducive working environment that enhances employee motivation and, therefore, the growth and development of the organization. The results showed that motivational constraints, such as inadequate compensation, limited opportunities for career growth, and a lack of autonomy, negatively affected job satisfaction and performance. According

to previous research, motivational constraints can affect organizational growth and development in various ways. In a study conducted by Krishna, Rao, and Kumar (2014), the authors found that motivational factors can lead to reduced employee motivation, job satisfaction, and organizational commitment. This can lead to lower productivity levels, increased absenteeism rates, and employee turnover, which can ultimately affect the growth and development of real estate industry.

motivational and hygiene factors had a significant positive impact on job satisfaction among executive staff working from home during the Covid-19 pandemic. The study identified factors such as autonomy, recognition, work-life balance, and job security as influential motivational factors (Morais and Galpothdeniya, 2023). Similarly, a study conducted in by Tariq and abdullah found that motivational factors such as job security, rewards, and recognition had a significant positive impact on job satisfaction among expatriates. The study also found that job satisfaction was positively related to expatriates' intention to stay (Tariq and Abdullah, 2023).

Overall, these studies suggest that motivational factors play a crucial role in determining job satisfaction among real estate agents. Factors such as work-life balance, compensation, job security, recognition, and training opportunities have been found to have a significant positive impact on job satisfaction in the real estate sector.

## **Chapter Three**

### **Research design and Methodology**

#### **3.1 Introduction**

In this chapter the study attempts are made to examine the research method, the source of data, the sampling and design technique the data analysis method and ethical consideration.

## **3.2 Research Design**

The study uses a descriptive research design. The descriptive research design able the researcher to describe and measure the relationship between motivational factors and job satisfaction. Through this approach, the researcher is able to achieve an enhanced understanding of the intricate and multifaceted relationship between the aforementioned variables.

## **3.3 Research Approach**

The research approach for assessing the effect of motivational factors on job satisfaction entailed a quantitative research methods. The quantitative aspect of the research included the administration of surveys to gather data on the magnitude of motivational impediments present in organizations.

## **3.4 Data Source**

The research paper sourced its data from ayat real estate employees. As such, the data utilized was predominantly derived from a primary source, given that the study drew upon the firsthand experiences and insights of individuals actively involved in the real estate community. This approach to data collection is typically valued in academic research, as it affords a level of depth and detail that may be difficult to achieve using secondary sources alone.

## **3.5 Data Collection Method**

Data were collected for this research study through various tools that are deemed relevant and current. To begin with, the real estate employees were approached to participate in the study by distributing the questionnaire. The sample size was randomly selected but proportionate to the size of the real estates employees. The responses obtained from the employees were used to present the finding and the analysis.

In addition to collecting primary data, the researcher also gathered secondary data by reviewing documents and records of the institution. These documents consisted of policies, procedures, and employee performances. The purpose of collecting secondary data was to supplement primary data and to gain a more comprehensive understanding of the research topic. The combination of primary and secondary data collection tools bolstered the reliability and validity of the research findings. Employing multiple data collection tools provided a holistic approach to the research, resulting in

a more complete understanding of the topic. Ultimately, the research was able to provide valuable insights into the topic due to the thoroughness of the data collection process.

## **3.6 Target Population and Sampling**

### **3.6.1 Target population**

The target population is defined as the complete assemblage of individuals or objects that a study aims to extrapolate its findings to, as per the definition by Cooper and Schindler (2014). In this particular study, the target population comprised a total of 182 permanent employees, and probability sampling design was employed to include them in the study. It can be inferred that the use of probability sampling design in the selection of the target population ensures a level of representativeness and minimizes bias.

### **3.6.2 Sampling Technique**

Sampling is a crucial method employed in research studies to select a subset or sample from a larger population. The primary aim of this method is to ensure that the sample selected is representative of the population under consideration. In order to achieve this objective, researchers use the random sampling technique which involves selecting participants from the population through a random process. This technique is commonly used in quantitative research and it helps to maximize the efficiency and validity of the study.

In the case of assessing the effect of motivational factors on job satisfaction, the use of random sampling is a suitable strategy to ensure that the sample represents the real estate population. This is because the technique enables researchers to select participants in an unbiased manner, thereby increasing the generalizability of the study's findings. Overall, random sampling is an essential tool for researchers seeking to conduct rigorous and scientifically sound research studies.

### **3.6.3 Sample size**

The sample size were determined using the formula proposed by Solvin(1960). The sampling size was calculated by using the formula that is appropriate to determine the sample size in random

sampling method. Using random sampling, a sample of relevant 63 respondents is obtained who are working on Ayat real estate.

$$n = N / (1 + N(e)^2)$$

$$n = 182 / (1 + 182(0.10)^2) = 65$$

The sample size consist a total of 65 employees from the total number of 182 employees of the real estate and it is believed that the sample was a good representative of the population and would increase the external validity of the research.

### **3.7 Data Analysis**

The data gathered from a sample of employees selected randomly was summarized with the use of Excel and analyzed through descriptive statistics such as Percentages and Mean. The findings were then presented using tabulation of data followed by the analysis. Mean scale was utilized as a measure of central tendency to illustrate where the majority of responses are concentrated. Through performing descriptive analysis, the mean of both the independent and dependent variables were examined and regression analysis was utilized to expound on how much the independent variables explicate the dependent variable. This particular analysis will aid in determining the strength and significance of the relationship between the variables, as well as the proximity of the representative middle value of responses. As a statistical tool, Correlation was employed to analyze the collected data and to find out the relationship of commitment with its determinants. The correlation coefficients were calculated using SPSS.

### **3.8 Validity and Reliability**

#### **3.8.1 Validity**

To ensure the validity of the data collected in this research study, multiple steps were taken during the data collection phase. First, In order to established measurement tools and techniques a review of existing literature and previous similar studies was conducted. Second, a pilot study was conducted to test the data collection instruments and ensure that the research questions were appropriately framed. The researcher use statistical analysis techniques to establish validity and correlation analysis to examine the relationship between different variables. Furthermore, the

utilization of the Likert-type scale format provided an efficient means for the participants to express their opinions regarding the various factors that affect the growth and advancement of the Ayat real estate, specifically in terms of motivational factors and knowledge areas practices. Finally, the quantitative data that was collected was analyzed through the use of SPSS 20 software, resulting in a comprehensive and informative report.

### **3.8.2 Reliability**

Reliability refers to the degree of consistency and dependability of research findings or results (Creswell, 2014). It indicates the ability of the research methods, instruments, procedures, or measurements to produce consistent and accurate results when replicated or repeated under similar conditions (O'Connor & Creswell, 2004).

## Chapter Four

### Data analysis and Interpretation

#### 4.1 Introduction

This chapter presents the results of a study, including data collected through a questionnaire and analyzed using SPSS software. Demographic and descriptive analyses were conducted, as well as regression analysis to explain the relationship between independent and dependent variables.

#### 4.2 Data obtained from Questionnaires

The researcher distributed 65 questionnaires to the respondents. From those two questionnaires were not returned. However, all 63 questionnaires were returned and the analysis is done based on the response of the respondents.

#### 4.3 Demographic Characteristics of Respondents

The purpose of the demographic analysis in this research was to describe the characteristics of the respondents in terms of gender, age, education level, and work experience so that the analysis could be more meaningful for readers.

Table 2: gender of respondents

gender of respondents				
	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	male	48	76.2	76.2	76.2
	female	15	23.8	23.8	100.0
	Total	63	100.0	100.0	

Source: field data, 2024

As it can be seen from table 2 above, the demographic data for sex of respondents shows that out of 63 respondents, 48(76.2%) of respondents were males and 15(23.8%) of respondents were females, this implies that both sex of respondents were participated in the study but male respondents took the majority share of the sample population.

Table 3: age of respondents

age of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-34	23	36.5	36.5	36.5
	35-44	27	42.9	42.9	79.4
	45-54	13	20.6	20.6	100.0
	Total	63	100.0	100.0	

Source: field data, 2024

As indicated in table 3 above, regarding to age distribution of the respondents, from the total 63(100%) respondents 27(42.9%) and 23(36.5%) of them were in the 35-44 and 25-34 age range respectively, while the remaining 13(20.6%) of them were in 45-54 age group. From the above data, it can be inferred that the majority (42.9%) of the respondents were between the ages of 35-44 years, thus this means that the respondents are mostly middle aged.

Table 4: education level of respondents

education level of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	First degree	18	28.6	28.6	28.6
	MSc/MA	39	61.9	61.9	90.5
	PhD	6	9.5	9.5	100.0
	Total	63	100.0	100.0	

Source: field data, 2024

As it can be shown in table 4 above, regarding on respondent' s education qualification level from the total respondents 39(61.9%) and 18(28.6%) of the respondents had a qualification of first degree and MSc/MA respectively while 6(9.5%) of them had PhD qualification level. The finding of the study implies that most of the respondents had first degree and they can easily understand the questionnaires and give relevant information.

work experience of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-5	33	52.4	52.4	52.4
	6-9	17	27.0	27.0	79.4
	>10	13	20.6	20.6	100.0
	Total	63	100.0	100.0	

Source: field data, 2024

As indicated in table 5 above, regarding to work experience of the respondents, from the total 63(100%) respondents 33(52.4%) and 17(27.0%) of them had a work experience of 2-5 years and 6-9 years respectively, while the remaining 13(20.6%) of them had a work experience of >10 years. From the above data, it can be inferred that the majority (52.4%) of the respondents ad a work experience of 2-5 years. This implies that the respondents would give all the relevant information. Table 6: Responses on the question what factors do you believe are most important for promoting organizational growth and development?

What factors do you believe are most important for promoting organizational growth and development?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong leadership and management	16	25.4	25.4	25.4
	Employee motivation and engagement	21	33.3	33.3	58.7
	Organizational culture and values	19	30.2	30.2	88.9
	Access to resources and technology	7	11.1	11.1	100.0
	Total	63	100.0	100.0	

Source: field data, 2024

As it can be shown in table 6 above, regarding on the question what factors do you believe are most important for promoting organizational growth and development? from the total respondents 21(33.3%) of them said that employee motivation and engagement is the most important factor for promoting organizational growth and development and 19(30.2%) of the respondents said that organizational culture and values is the most important factor for promoting organizational growth and development while 16(25.4%) and 7(11.1%) of them said that strong leadership and management and access to resources and technology are the most important factor for promoting organizational growth and development respectively. The finding of the study implies that employee motivation and engagement is the most important factor for promoting organizational growth and development.

Table 7: Answers on the question how do you rate your level of motivation and engagement in your current role within the organization?

How do you rate your level of motivation and engagement in your current role within the organization?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very motivated and engaged	16	25.4	25.4	25.4
	Somewhat motivated and engaged	29	46.0	46.0	71.4
	unmotivated and disengaged	18	28.6	28.6	100.0
	Total	63	100.0	100.0	

Source: field data, 2024

As it can be shown in table above, regarding on the question how you do rate your level of motivation and engagement in your current role within the organization? from the total respondents 29(46.0%) of them said that I am somewhat motivated and engaged and 18(28.6%) of the respondents said I am unmotivated and disengaged while 16(25.4%) of them said that I am Very motivated and engaged. The finding of the study implies that most of the respondents level of motivation and engagement in their current role within the organization is Somewhat motivated and engaged.

Table 8: Internal content

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
I am satisfied with the nature of the work I execute as it affords me the chance for achievement.	63	2.62	1.300
I am satisfied with the nature of occupation I undertake as it is a challenging work	63	2.51	1.480
The job provides with strong feeling of responsibility since, it involves ensuring that buildings and infrastructures are constructed to meet strict safety standards.	63	2.24	1.103
The job provides me with strong feeling of responsibility since, I am making a valuable contribution to the community	63	3.54	1.255
I am satisfied with the type of job I perform as it ensures that buildings are constructed to meet aesthetic standards.	63	2.29	1.099
Valid N (list wise)	63		

Source: field data, 2024

Based on the above table 8, The statement that I am satisfied with the nature of the work I execute as it affords me the chance for achievement (mean 2.62, SD=1.300) and I am satisfied with the nature of occupation I undertake as it is a challenging work (mean 2.51, SD=1.480), the statement

The job provides with strong feeling of responsibility since, it involves ensuring that buildings and infrastructures are constructed to meet strict safety standard (mean=2.24, SD= 1.103) the statement of ‘The job provides me with strong feeling of responsibility since I am making a valuable contribution to the community which has a mean of 3.54 and standard deviation 1.255. I am satisfied with the type of job I perform as it ensures that buildings are constructed to meet aesthetic standards has a mean 2.29 and standard deviation is 1.099.

Table 9: Extrinsic content

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
I am satisfied with the salary	63	2.44	.819
I am satisfied with the fringe benefits like medical expense, education fee coverage etc ...	63	2.65	1.285
Promotion and salary increment are satisfactory	63	2.22	1.156
I am satisfied with the job security	63	2.19	1.162
Valid N (list wise)	63		

Source: field data, 2024

Based on the above table 9, The statement that I am satisfied with the salary (mean 2.44, SD=0.819) and I am satisfied with the fringe benefits like medical expense, education fee coverage (mean 2.65, SD=1.285), the statement promotion and salary increment are satisfactory, (mean=2.22, SD= 1.156) the statement of ‘I am satisfied with the job security which has a mean of 2.19 and standard deviation 1.162.

Table 10: equity

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
The management ensures that all members of the staff are accorded equal treatment	63	3.11	1.321
The compensation provided to employees is deemed inadequate in light of the workload expected of them	63	1.98	.852
The relatives of owners and managers receive higher salaries and faster promotions	63	2.37	1.140
Valid N (list wise)	63		

Source: field data, 2024

Based on the above table 10, The statement that the management ensures that all members of the staff are accorded equal treatment (mean 3.11, SD=0.321) and The compensation provided to employees is deemed inadequate in light of the workload expected of them (mean 1.98, SD=0.852), the statement the relatives of owners and managers receive higher salaries and faster promotions, (mean=2.37, SD= 1.140).

Table 11: satisfaction

Descriptive Statistics			
	N	Mean	Std. Deviation
I prefer working in this organization to any other I know about.	63	2.68	1.378
I feel that I have a bright future with the organization and so I will remain in the organizations	63	2.41	1.265
Valid N (listwise)	63		

Source: field data, 2024

Based on the above table 10, The statement that I prefer working in this organization to any other I know about (mean 2.68, SD=1.378) and I feel that I have a bright future with the organization and so I will remain in the organizations (mean 1.41, SD=1.265)

Table 12: Organizational growth and development

Descriptive Statistics			
	N	Mean	Std. Deviation
I have clear goals and objectives for my work within the organization."	63	2.46	1.366
"I feel that my work is meaningful and contributes to the organization's goals and objectives."	63	3.30	1.186
Valid N (listwise)	63		

Source: field data, 2024

Based on the above table 9, the statement that I have clear goals and objectives for my work within the organization (mean 2.46, SD=1.366) and I feel that my work is meaningful and contributes to the organization's goals and objectives (mean 3.30, SD=1.186)

Table 13: Mean Score Measurement

Mean score	Description	Mean score	Description
<3.39			Low
3.4-3.79			Moderate
>3.80			High

Source: Zaidation and Bagheri (2009)

Table 14: **Motivational factors towards job satisfaction**

	N	Mean	Std. Deviation
Internal content	63	2.64	1.2474
Extrinsic content	63	2.71	1.2025
Equity	63	2.375	1.1055
Satisfaction	63	2.465	1.026
Valid N (listwise)	63		

Source: field data, 2024

According to the above Table 16, the mean value for Internal content is 2.64 and SD is 1.2474, Extrinsic content is mean value 2.71 and SD =1.2025, Equity is 2.375 and standard deviation value of =1.1055, the mean value for Satisfaction is 2.465 and SD value is 1.026. When the mean value is compared to the comparison bases of Zaidation (2009), both the four independent variables (Internal content, Extrinsic content, Equity and satisfaction) is in low range and respondents believed that this variables has been practiced in low level.

#### 4.4 Comparison of response on challenges

As it was seen in the previous section, the existence of the four factors was perceived differently across the Motivational factors towards job satisfaction of the study area. Table 15 below summarizes the perception of respondents on the existence of the problems.

Table 15: Comparison of response on challenges

Problems	Grand mean	Grand SD	Rank of severity
Internal content	63	2.64	2 <sup>nd</sup>
Extrinsic content	63	2.71	1 <sup>st</sup>
Equity	63	2.375	4 <sup>th</sup>
Satisfaction	63	2.465	3 <sup>rd</sup>

Source: field data, 2024

As indicated in the above table from the discussed factors of Motivational Constraints towards job satisfaction, Extrinsic content has severe impact on Motivational factors towards job satisfaction and then followed by Internal content, satisfaction and equity respectively.

#### 4.5 Regression (Inferential Analysis)

Table 16: Model Summary

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.850a	.723	.703	1.20789	.935
a. Predictors: (Constant), satsif, equi, intri, extri					
b. Dependent Variable: dpt					

Source: SPSS V.20 output

Based on Table 15 provided above, the Model Summary serves to quantify the degree to which the variance of the dependent variable is measured, as well as to gauge the extent to which the regression model conforms to the data. The regression output, in turn, exemplifies the magnitude of variation in the dependent variable. i.e. Organizational Growth and Development in relation to independent variable i.e. Internal content, Extrinsic content, Satisfaction and equity. In view of this, it was determined that the degree of variation was contingent upon the values of R<sup>2</sup> and Sig. Additionally, it was observed that the dependent variables demonstrated a robust association with the independent variables based on the equation utilized. Notably, the correlation value of 0.850 exhibited a stronger relationship since the values approached unity (Pallant, 2011). Furthermore, the values were positive, indicating that an increase in the independent variable resulted in a corresponding increase in the dependent variable, and vice versa. The R<sup>2</sup> value indicated that 72.3% (0.723) of Organizational Growth and Development could be attributed to the independent variables.

Table 17: ANOVA

ANOVA <sup>a</sup>
--------------------

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	220.362	4	55.091	37.759	.000
	Residual	84.622	58	1.459		
	Total	304.984	62			
a. Dependent Variable: dpt						
b. Predictors: (Constant), satisf, equi, intri, extri						
Source: SPSS V.20 output						

According to Table 17, the assessment of variance, known as model fit marks, is of interest. It is worth noting the F-statistics and its associated sig. value. The findings demonstrate that the F-statistics is significant at Sig = 0.000, and the null hypothesis that the model lacks the ability to predict is rejected in favor of the alternative hypothesis that the model has the power to significantly predict organizational growth and development from independent variable scores. To forecast the impact of independent variables on organizational growth and development, multiple regression analysis was utilized.

Table 18: Coefficients

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics

		B	Std. Error	Beta	Tolerance	VIF	
1	(Constant)	6.334	1.118		5.668	.000	
	Intrinsic content	-.463	.118	-.531	-3.936	.000	.263
	Extrinsic content	-.409	.106	-.718	-3.865	.000	.139
	Equity	.164	.061	.268	2.689	.009	.482
	Satisfaction	.794	.112	.636	7.107	.000	.090
a. Dependent Variable: dpt							

Source: SPSS V.20 output

The above coefficient table 18 shows that the constant, beta value and p-value of the variables to examine the significance of set hypothesis. The significance level of each variable is Sig-value is 0.000, 0.000, 0.009 and 0.000 and the standardize beta coefficient is -0.531, -0.718, 0.268, and 0.636. The Sig-value for Internal content, Extrinsic content, Equity and commitment has Sig -value <0.05, both the four independent variable has significant effects on organizational growth and development.

## CHAPTER FIVE

# Conclusion and Recommendation

## 5.1 Introduction

In this chapter, the main findings of the research are summarized, and conclusions are drawn based on the findings, and recommendation are provided for further studies in the future.

## 5.2 Summary of findings

In this study, the researcher aimed to investigate the relationship between four variables (internal content of work, extrinsic content, satisfaction and equity) and employee motivation. The researchers used correlation regression analysis to assess the strength and direction of the relationships between these variables. Assessing the effect of motivational factors on job satisfaction is an important area of research because it can help organizations understand the factors that impact organizational success and develop strategies to overcome these factors. By identifying and addressing motivational f, organizations can enhance employee engagement, promote innovation, and improve overall organizational performance. Overall, this study suggests that the internal content of work, extrinsic content, equity, and commitment are all significantly related to employee motivation. Employers should consider offering challenging and engaging job tasks, tangible rewards, fair treatment, and opportunities for employee satisfaction to foster a more motivated workforce.

## 5.3 Conclusion

In conclusion, the study assesses the effect of motivational factors on job satisfaction in Ayat real estate in Addis Ababa has shed light on a number of important issues facing these institutions. The findings suggest that there are several key motivational factors that are hindering job satisfaction, including lack of recognition and rewards, limited opportunities for career advancement, poor working conditions, and inadequate training and development opportunities. The study used a quantitative approach that included a survey of 63 employees working in ayat real estate. The findings of the study revealed that there are several motivational constraints that are significantly affecting the growth and development of real estate in Addis Ababa. These factors include limited opportunities for career advancement, poor working conditions, lack of recognition and rewards, inadequate training and development opportunities, and low salaries. The study also found that there is a significant relationship between motivational factors and job satisfaction.

## 5.4 Recommendations

Based on the findings of the study "Assessing the effect of Motivational factors on job satisfaction (The Case of Ayat real estate)", the following recommendations can be made:

- **Provide opportunities for career advancement:** The real estate should provide clear paths for career advancement and development for their employees. This can include training programs, mentorship opportunities, and promotion policies that reward performance and encourage growth.
- **Improve working conditions:** The real estate should strive to create a positive and supportive work environment for their employees. This can include improving physical working conditions, providing necessary resources and equipment, and promoting work-life balance.
- **Implement recognition and reward programs:** The real estate should acknowledge and incentivize employee performance through recognition and reward programs. This can include bonuses, promotions, or other forms of recognition that demonstrate the value placed on employee contributions.
- **Offer competitive salaries:** The real estate should offer competitive salaries to attract and retain top talent. This can involve conducting regular salary reviews and benchmarking against industry standards to ensure that compensation packages are fair and competitive.

Based on the preliminary results of the study, it is recommended that further research be conducted in order to better understand the relationship between internal content of work, extrinsic content, satisfaction, and equity. In particular, it may be valuable to conduct longitudinal studies that follow a group of employees over time to determine how changes in these variables influence their level of motivation. Additionally, researchers may want to explore how other factors, such as commitment and work-life balance, may moderate the relationship between these variables and performance.

Furthermore, it may be beneficial to explore how different managerial techniques can be used to increase internal content of work, extrinsic content, and how these techniques may differ depending on industries and job types. By conducting additional research in this area, organizations can develop evidence-based interventions that enhance employee motivation and satisfaction .

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# **APPENDIX**

## **Appendix A. Questionnaire**

Dear Respondents,

My name is kalkidan Bifa MA candidate at Addis Ababa University, School of Commerce in Project Management. I am currently conducting a survey for my thesis on the topic, “Assessing the Effect of Motivational factors on job satisfaction” . This questionnaire is designed to collect data for my thesis. It is expected that the findings from this study consequently, will provide key information on the motivational.constraints and its determinants for the case of Ayat real estate. greatly appreciate it if you would answer the following questions as best as you could. All answers will be kept completely confidential and for Academic research purpose only.

### **Questionnaire to be filled out by employees of Ayat Real Estate**

**Directions for filling out the questionnaire**

A. Where the questions require ranking (from strongly agree to strongly disagree) please rank the choices by putting a tick mark ( $\sqrt{\quad}$ ).

**Questions relevant to the study**

Gender

M	
F	

Age \_\_\_\_\_

Length of Experience \_\_\_\_\_

Educational Level \_\_\_\_\_

NB: for all questions below please answer according to the following order:

- 1, Strongly Agree
- 2, Agree
- 3, Indifferent
- 4, Disagree
- 5, Strongly Disagree

1. Please put a tick mark( $\sqrt{\quad}$ ) in front of the following items indicating the level of your agreement or disagreement regarding the following internal content of work in your company.

	1	2	3	4	5
I am satisfied with the type of work I perform since it provides me with opportunity for achievement					
I am satisfied with the type of job I perform as it is a challenging work					

The job provides with strong feeling of responsibility since, it involves ensuring that buildings and infrastructures are constructed to meet strict safety standards.					
The job provides me with strong feeling of responsibility since I am making a valuable contribution to the community					
I am satisfied with the type of job I perform as it ensures that buildings are constructed to meet aesthetic standards.					

2. Please put a tick mark(√)in front of the following items indicating the level of your agreement or disagreement regarding the following extrinsic content of work in your company.

	1	2	3	4	5
I am satisfied with the salary					
I am satisfied with the fringe benefits like medical expense, education fee coverage etc ...					
Promotion and salary increment are satisfactory					
I am satisfied with the job security					

3. Please put a tick mark(√) in front of the following items indicating the level of your agreement or disagreement regarding your perception of equity in your company.

	1	2	3	4	5
The management ensures that all members of the staff are accorded equal treatment					
The compensation provided to employees is deemed inadequate in light of the workload expected of them					
The relatives of owners and managers receive higher salaries and faster promotions					

4. Please put a tick mark (√) in front of the following items indicating the level of your agreement or disagreement regarding your Commitment to your company.

	1	2	3	4	5
I prefer working in this organization to any other I know about.					
I feel that I have a bright future with the organization and so I will remain in the organizations					





