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ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

**FACTORS AFFECTING workers MOTIVATION IN THE
PUBLIC SECTOR: THE CASE OF PUBLIC SERVICE
WORKERS IN KIRKOS SUB CITY**

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Declarations

I certify that this research work hereby declare that this paper is my original work and that it has not been submitted partially; or in full, by any other person for an award of a degree in any other university/collage.

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APPROVAL

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ABSTRACT

The study focused on factor affecting work motivation in the public sector of the public service office of Kirkos Sub City in Addis Ababa. The study used purposive and random sampling statistics (frequencies, and percentages) to answer research questions posed for the study the result obtained from the analysis showed that there existed employee motivation. The study reveals that extrinsic and instinct motivation given to workers in an organization has a significant influence on the workers motivation. Equity theory states that people will be better of motivated if they are treated equitably and de-motivated if treated inequitably motivation from workers. On the bases of these findings, employers are continually challenged to develop good motivation polices on pay policies, etc good working condition, promotion, training, rewards, their meals allowances, and procedures that wouldn't enable them to attract, motivate, retain and satisfy employees. Generally insufficient socialization; weak job design and work organization; lack of training and development; non participatory management approach; the working environment is not conducive; shortage of working materials; employees incompetence as the major challenges of the managers in motivating employees. Besides, about workers efficiency, the data analyses shows that the organization lack adequate planning and working materials and exercise weak job design; however the work site and lack of required materials and resources; incompetent supervision; lack of adequate and improper recruitment are among factors affecting employees. The researcher therefore suggest that further research should be conducted on the relationship and influence of motivation ,rewards on workers motivation in the districts lever which a handy tool that could be used to provide solutions to individual conflict that has resulted from poor reward system.

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CHAPTER ONE

INTRODUCTION

1.1. Background of the study

The definition of “motivation” can be broad, and there are many ways to define the term itself, depending on different perspectives, Merriam-Webster Dictionary in (1873). Hence, motivation is a psychological factor that directs employees’ behavior towards the desired goal of an organization and enables the employees positively contribute to improve performance, Jones & George, in (2008). Furthermore, as Peteromode in (1991), motivation is a proponent state that energizes and guides behavior and motivation is rarely measured directly but it is inferred from changes in behavior or even attitudes; Furthermore, motivation is actually a combination of factors that operate within each individual and requires a combination of approaches and can be referred as a combination of motive and action.

Besides, the encyclopedia of management refers motivation as the degree of readiness of an organization to pursuer some designated goals and implies the determination of the nature and focus of the forces including the degree of readiness. Organizations across the globe that consider their human resources as a central core of the business and continuously increase the level of their employees’ motivation and performance tend to be more effective, Rothberg in (2005). And an effective organization is defined as the competency of a company to achieve its intended objectives, Etzioniin (1964). Hence, Employee motivation has a strong influence on the effectiveness of an organization, Paul in (2017). On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer and Peng, in (2006). Similarly, unless and until the employees are motivated and satisfied, an organization cannot foster to success, Manzoorin (2011). Therefore, organizations should survive to remain relevant and competitive, is essential for them to be able to entice and maintain efficient and effective employees in a bid to enhance productivity, Sunia, in (2014). And in the intense era of competition, organizations are more emphasizing on the management of Human Resources and performance appraisal of employees of their organization; but organizational effectiveness is the extent to which an organization, by the use of certain resources fulfilling its objectives without depleting its resources and without placing undue strain

on its members and/or society; Judge and Ferris in (2013); Mary et al, in (1996). Hence, employee motivation at work is considered as an essential drive as it generates effort and action towards work-related activities, Moran in 2013.

Moreover, motivation is an effective instrument in the hands of managers for inspiring the work force and creating confidence in it and by motivating the work force, management creates “will to work” which is necessary for the achievement of organizational goals, Chhabra, in (2010); Cole, in 2004. However, according to Armstrong in 2006; every organization should concern with what should be done to achieve sustained high levels of performance through its workforce is the basic question to ask which means giving close attention to how individuals can best be motivated through means such as incentives, rewards, leadership etc. Although Shadare& et al, in 2009 stated that, employee motivation should be one of the policies of managers to increase effectual job management amongst employees in organizations, since a motivated employee is responsive of the definite goals and objectives he/she must achieve and directs its efforts in that direction. Meanwhile, Rutherford, in 1990 reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees.

Furthermore, employee performance fundamentally depends on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and others, but the area of this study is mainly focused on employee motivation. Besides, Guest, in 1997 stated that competent performance appraisal and management system is an indispensable part of an organizations human resource management adequacy. Consequently, employee motivation should be one of the policies of managers to increase effectual job management amongst employees; hence, the important functions of human resource manager should be ensuring employees’ job commitment at the work place. And managers should understand employees’ needs and appropriate motivating methods to increase the level of motivation, Shadare& et al, in 2009. Therefore, the researcher urged to find out the existing motivational level of employees and organizational strategies to motivate employees as well as factors affecting employee work motivation and its impact on their performance; significantly in Public Service Employees of Kirkos Sub City.

1.2. Statement of the Problem

Even though there had been a number of research outcomes over factors affecting employee motivation in the public sector, given the subjective nature of the topic, workers de-motivation is still a problem in most organizations and there is a big problem in identifying what stimulates employees to work more efficiently and how to trigger them to be more productive and efficient when they are not properly motivated. As a result, public organizations are facing challenges regarding commitment, engagement, belief, recruitment and retention of their employees. With the view of increasing job inefficiency and low productivity in public sectors, this research paper tries to assess factors affecting employee motivations specific to Kirkos Sub city public service human resource office employee.

1.3. Research Questions

The research questioner used in the study comprises of the following questions in assessing the respondent's answers:

- The factors affecting employees' work motivation in the Kirkos Sub-city?
- The attitude of employees and managers in relation to employee motivations in the sub-city?
- Strategies in place for employee motivations and their outcomes.
- What major challenges do managers face in the process of motivating employees?

1.4. Objective of the Study

1.4.1. General Objective

The main objective of the study is exploring employee motivational impacts. Moreover, the study has the following specific objectives.

1.4.2. Specific Objectives:

- To assess the factors affecting employees' work motivation in the Kirkos Sub-city;
- To examine work attitude of the Kirkos Sub-city employees and managers;
- To identify motivation strategies taking place in Kirkos Sub-city;

- To investigate the existing challenges to motivates employees;
- To detect factors that de-motivates employees; and
- To suggest some possible recommendation regarding the existing problems;

1.5. Scope of the Study

To make this research more manageable the scope of the study is limited only in Kirkos Sub city public service human resource office employee in Addis Ababa. As a research methodology, data collection was undertaken though questionnaire and interviews from the employees and managers of the indicated office. Random and purposive sampling methods are used in selecting the representative samples from the population.

1.6. Significance of the Study

The study was assessed the current level of employees' motivation; identified factors that had impact on employee's motivation; detected factors that contribute for employees de-motivation; provide information regarding the relationship between motivation and for better performance and organizational effectiveness. Also the organization and leaders should know where their employee motivation was placed and they need to do more to ensure more efficient performance from their employees. Therefore, the significance of this study was examining the impact of motivation on employees and the organizational performance through investigating the current level of motivation; employees' performance and organizational effectiveness. And through implanting the recommended options of the paper the organization will improve the motivation and work performance of employees of the public service. And helps other sectors to make informed decisions regarding employees' motivation and serve as a document for other researcher who would like to study the same issue in wider context.

1.7. Limitations of the Study

It is common for a study to have some sort of limitation during the course undertaking. Availability of secondary data and documents in analyzing employee motivation and its impact on performance within this organization can be mentioned limitations of the researcher. Moreover, some of the respondents were hesitant in responding to the questions posed to them;

and arguing regarding the confidentiality and their related wrong or misleading responses are among the limitations of this study.

1.8. Organization of the study

This thesis structured in the following way:- Chapter one: including the introduction and back ground of the study, problem statement and research questions, research objectives, the scope of the study, significant of the study, limitation of the study and operational definition of terms; Chapter two: gives comprehensive and critical review of literature on the theory of cause and effects of social unrest ; Chapter three: presents the description of the study area, and explains the research methodology to be used; Chapter four presents the results obtained from all process involved; Chapter five: will comprises the conclusion and recommendation of the research; finally, bibliography and appendices were attached at the end of the thesis.

1.9. Definition of key terms

- **Incentives:** these are provision, which encourage one to do the best.
- **Motivation:** this is an inner state of minds satisfaction which energizes or encourages someone's behavior towards the entailment of the objectives.
- **Productivity:** this can be defined as efficiency with which work is done, the amount of work done in a certain work.
- **Employee motivation** is defined as an inner force that moves employees to improve performance to achieve personal and organizational goals.
- **Employee performance** is operationally defined as a job related activity carried out by employees of an organization and how well the employees execute the activities.
- **Extrinsic Factor** is “a construct that pertains whenever an activity is done in order to attain some separable outcomes” (Ryan &Deci, 2000).
- **Intrinsic factor** is the driving force that impels employees to perform “because it is inherently interesting or enjoyable...rather than for some separable consequence” (Ryan &Deci, 2000).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1.Introduction

This chapter reviews the literature of the concepts of motivation, types of motivation, organization and employee's motivation, employee's motivation, factors affecting motivation, employee's motivation and employee's performance, theories of motivation, motivating employees and a few of the research topics that have been done on Motivation, Motivation theories, strategies to encourage employee motivation and the like.

2.2.Concepts of Motivation

The word "motivation" originates from a Latin word "Movere". "Movere" means to move. Thus, it creates a reflection of something going up, keeping us working and helping us to achieve our and the definition of "motivation" can be broad, and there are many ways to define the term itself, depending on e.g. different perspectives. The purest definition it expresses is something that motivates, Merriam-Webster Dictionary (1873). It is an act or a process that gives a person a reason to do something in a particular way, or an explanation for the repeated behaviors, needs, and desires, Elliot (2001). In short, it describes why a person does something. Furthermore, "Motivation is psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence" Jones & George (2008). And the study of motivation is concerned basically with why people behave in a certain way. In general it can be described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with chosen action, often over a long period, and in the face of difficulties and problems Mullins, (2005). Motivation can therefore be said to be at the heart of how innovative and productive things get done within an organization, Bloisi&et al., (2003). Moreover, Kreitnerin1995 described motivation as the mental process giving behaviors the will-power, drive, and tendency to act in a certain way in order to attain certain unsatisfied needs. Young (2000) also suggested that motivation could be defined in relation to forces within employees that justify the levels, directions, and resolution as regards efforts they expend in the workplace. George and Jones in

2012 termed work motivation as self- induced forces that control the directions and behavioral patterns of the workforce in an organization taking into account their levels of commitment and enthusiasm towards the successful accomplishment of set goals. And Jennifer and George (2006) also defined motivation as a mental force that governs the direction of an individual's behavior in an organization, an individual's level of effort, and an individual's level of determination when faced with obstacles. In addition the performance of workers contributes directly to an organization's level of effectiveness, efficiency and even towards the achievement of administrative goals. It also stated that a corporation's failure to certify that its workers are motivated has a negative influence on its organizational effectiveness and efficiency thereby affecting employee's productivity levels concerning expected goals and objectives; Jennifer and George in (2006).

2.3.Types of Motivation

Motivation can either be intrinsic or extrinsic. In the workplace as well as other settings, motivation is often classified as being naturally extrinsic or intrinsic; Lin, (2007); Ryan &Deci (2000) also identified several classes of motivation namely; extrinsic and intrinsic motivation. And the intrinsic reward system directly shows about the concern for the employees, According to Rafique&et al. (2014), Intrinsic reward is an important factor for the employee motivation. Relationship among the appreciation, recognition and performance are directly proportional with the employees' motivation factors. In the distinct relationship among the appreciation and recognition majorly affects the overall performance of a business organization, Chapman and White, (2011). However, the external factors it can be stated that the mindset of the employees depends over the circumstances from where they are belonging. In that order the companies have been tried to satisfy the employees by take necessary action to manage their personal problems, like giving financial support to the family members during the illness in an particular hospitals where the staff would be able to get the medical treatment assistant; Lazaroiu, (2015).

2.3.1 Extrinsic Motivation

Extrinsic motivation: derived from outside the person or from those things that are external to the work or activity itself, positively influences behavior, performance and productivity, Ryan &Deci, (2000). And it is related to tangible rewards such as salary and fringe benefits, security,

promotion, contract of service, the work environment and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organizational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long; Mullins, (2005); & Armstrong, (2006). And extrinsic motivation also helps boost an employee's effectiveness and efficiency levels. This is because certain external factors such as adequate compensation, work environment as well as training and career development appeal to employees as such are essential in inspiring them to resourcefully and successfully discharge their duties. Above and beyond, intrinsic motivation comes from one's self-desire to seek out new things and to challenge oneself. It is the eagerness to learn, to gain knowledge and to explore self-values and capabilities; Ryan (2000). When a person has intrinsic motivation, it means he or she does the job with interest and enjoyment. Such persons have the tendency to be engaged in their jobs, do their work with passion and willingness, striving for best results and self-reward as well as continuously improving their skills and abilities; Wigfield(2004). Therefore, the main question to answer is from where to get the extrinsic motivation and how a person can sustain his/her motivation; Ryan (2000). There are factors that create extrinsic motivation, for example, competitions, appraisals, external rewards, or punishment, Dewani(2013).

2.3.2 Intrinsic Motivation

Intrinsic motivation derived from within an individual or from the nature of the work itself, positively influences behavior, wellbeing and productivity, Ryan & Deci, (2000). And intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside, Armstrong, (2006). Also as Mullins, in (2005), this is related to psychological rewards such as the opportunity to use one's ability. A sense of challenge, achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Along with that the intrinsic reward system directly shows about the concern for the employees, According to Rafique&et al. (2014), Intrinsic reward is an important factor for the employee motivation. Relationship among the appreciation, recognition and performance are directly proportional with the employees' motivation factors. In the distinct relationship among the appreciation and

recognition majorly affects the overall performance of a business organization, Chapman and White, (2011).

2.4 Organization and Employee's Motivation

Organizations across the globe that consider their human resources as a central core of the business and continuously increase the level of their employees' motivation and performance tend to be more effective; Rothberg (2005). And an organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichments etc.; Meyer and Peng, (2006). On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees; Meyer and Peng, (2006). Besides From productivity and profitability to recruiting and retention, hardworking and happy employees lead to harmony and organizational triumph; Ryan, (2012). Moreover, employees with high motivation are thought to have better work performance, and overall resulting in a better, more productive and effective company performance, Abbah (2014). Therefore, for organizations to survive and remain relevant and competitive, it is essential for them to be able to entice and maintain efficient and effective employees in a bid to enhance productivity; Sunia, (2014). This means giving close attention to how individuals can best be motivated through means such as incentives, rewards, leadership etc. and the organization context within which they carry out the work, Armstrong, (2006). Moreover, the goal of most organizations is to improve productivity therefore factors of motivation play significant roles in improving employee job satisfaction levels. This will in turn aid in improving an organization's productivity levels. Then motivation as any influence that portray, direct, or maintain people's goal directed behaviors. And it refers to the driving force that makes an individual to act in a specific way. And it is an inner drive that causes an individual to behave in a certain manner, Hellriegel (1996). Hence, for workers to perform at higher levels, the organization has a crucial part to play in ensuring that it highly motivates the members of its workforce in order to attract, retain, and improve productivity levels of both workers and the organization as a whole; Reilly (2003). And Aluko (2014) stated that an organization is only as good as the workforce that runs the organization. This is to say that when

employees are motivated chances are that their morale would be high as such performance and productivity levels would increase thereby to a large extent boosting overall organizational performance level.

2.5 Employee's Motivation

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations; Shadare&et al, (2009). A motivational employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its effort in that direction. Rutherford in 1990 reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work. Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them. Therefore, when an employee is motivated, he or she shows enthusiasm and eagerness towards the work and a strong determination to implement and accomplish the work tasks; Moran (2013).

Every employee has his or her own set of motivations and personal incentives that ginger him or her to work hard or not as the case may be. Some are motivated by recognition whilst others are motivated by cash incentives; Mc Coy, (2000). But motivation does not only encourage productive performance but also show employees how much the company cares. And the most vital impact of employee motivation is that of increased productivity or performance. This according to literature on the subject is the central aim of adopting employee motivational programs thus, if you can increase employee motivation, productivity inevitably will follow suit, Ryan, (2011).

However, Research also suggested that reward satisfaction of the employee directly influences performance of the employee; Kalimullah&et al (2010). Rewards are a management tool that hopefully contributes to firms' performance by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees; Reena&et al, (2009). Hence, Employees want to earn reasonable salary and payment, and desire their workers to feel that is what they are getting; Houran, (2010). Herzberg (1959) Worker performance clearly depends on their level of

motivation, which stimulates them to come regularly, work diligently, be flexible and be willing to carry out the necessary tasks. And Motivation through factors such as employee wellbeing, adequate compensation, promotion, good relationships with co-workers and relationships with managers can enhance an employee's level of effectiveness and efficiency in the workplace. This is because good relationships with coworkers promote unity and gives the employee a sense of belonging and acceptance which in turn boosts employee performance and productivity levels. Employees who enjoy such relationships both within and outside the work environment tend to be more effective and efficient as such very productive in discharging their duties. Therefore organizations should promote harmony amongst employees by organizing social functions in a bid to bring employees together; Jibowo, (2007).

2.6 Factors Affecting Motivation

Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value; Sara et al, (2004). Moreover, most organizations even allow staff to take several days off due to illness without being deprived of their pay. Some even compensate members of their work force for not taking sick leave by giving them additional pay; Mathis, (2003). And also Shellengarger in 2001 agreed that managers give their workers paid time off, free lunch and relaxation times, vacations, leave etc. This is done with a view to ensure that workers stay healthy and motivated thereby increasing their levels of effectiveness and efficiency in the workplace resulting in high productivity. Therefore, employee motivation promotes workplace harmony and increased employee performance. And it is the key to long term benefits for the company. Motivated employees means staff retention and company loyalty, which in the short run will give birth to growth and development of business; Jishi, (2009). However, some of the challenges facing the application of motivation in organizations include corporate culture, communication style, organization direction, decision making, and feedback mechanism; Deci, (1975). And Hellriegelin1996proposed a number of factors that affect motivation.. For instance, Spector (2008) sates that an employee's relationship with his manager is also a basis for satisfaction Employees value relationship with their managers as the most important aspect of relationship with management SHRM, (2014). Therefore, it is very vital for top management to take care of their employees to ensure that they are satisfied in their jobs; when they are satisfied; they strive for the company's goals and aim; Latham, (1994); &Egan,

(1998). Moreover, according to Antomioni in 1999 a worker's level of productivity is reliant on the extent at which workers believe that certain motivational desires will be fulfilled stating that workers become demoralized as such less productive once they perceive that their desires can't be met or gratified. Moreover, when relationship with managers are cordial, when the manager being understanding, communicating effectively and providing frequent feedback when necessary, giving much attention to staff, wellbeing and personal issues, the employee's productivity levels is likely to be higher; Lumley, Coetzee, Tladinyane & Ferreira, (2011).

2.7 Employee's Motivation and Employee's Performance

The extent to which employees are motivated in their work depends on how well those employees are able to produce in their job. He goes further, to assert that motivation is expected to have a positive effect on quality performance; employees who are characterized by a high level of motivation will definitely show higher work and life satisfaction. Having high level of motivation in itself is valuable for employees and a decrease in level of motivation might affect employees negatively, the motivation in this case will lead to higher level of initiative and creativity from the employees and where monitoring is difficult, motivation is therefore extremely important for ensuring high quality performance; According to Kotelnikov in 2008. And a person's motivational, job satisfaction and work performance is determined by the strength of these sets of needs and expectation and the extent to which they are fulfilled. Some people for example may choose to forgo intrinsic satisfaction and social relationships for a short term in return for high economic rewards and others vice versa. This goes to confirm that the vast majority of people regard money as an important and a motivator at work but the extent of motivation depends upon the personal circumstances and the other satisfactions they derived from work; Mullins, (2005).

2.8 Theories of Motivation

Several theories on the concept of motivation have been conceptualized decades ago namely content and process theories. Content or need theories are centered on the needs of a workforce while process theories focus more on behaviors associated with the workforce. According to Abbot and Doucouliagos in 2003, content theories tend to acknowledge the basic necessities, incentives and the task or job it as significant elements that contribute to job contentment while

examining the internal factors influencing the conduct of members of a workforce. Examples include Maslow's hierarchy of needs theory, Herzberg's two-factor theory, McClelland's theory and Alderfer's ERG theory. Burns in 2015 suggested that process theories try to describe how behavior is stimulated, directed, maintained and stopped. There are four main types of process theories namely Reinforcement, Expectancy, Equity, and Goal setting. However, only Maslow's need theory, Herzberg's two-factor theory and Vroom's expectancy theory are considered in this study. And all stated and others theories attempt to explain the specific things which actually motivate the individual at work. These theories are concerned with identifying people's needs and their relative strengths and the goal they pursue in order to satisfy these needs. These theories place emphasis on the nature of the needs and what motivates individuals. The basis of these theories is the belief that the content of motivation consists of needs; Mullin, (2005). Therefore, not all needs are important to an individual at a time; some may provide a much more powerful drive towards a goal than others. This is dependent on the background and the present situation of the individual. The complexity of needs is further increased because there is no simple relation between needs and goals. The same need can be satisfied by a number of different goals, the stronger the need, the longer its duration and the broader the range of possible goals; Armstrong, (2006).

2.8.1 Maslow's Hierarchy of Needs Theory

Maslow in 1943 made a basic proposition that people want beings. This proposition was based on the way people are always looking for more wants, and their wants are dependent on what they already have. With this, he suggested that human needs are arranged in a series of levels, a hierarchy of importance. He identified eight innate needs of man, including the need to know and understand, aesthetic needs, and the need for transcendence. However the hierarchy is usually shown as ranging through five main levels from the lowest need being physiological, through safety needs, love needs and esteem needs to the highest level of needs being self-actualization Mullins, (2005). And Maslow believed that needs can't be fully satisfied citing that needs that are more or less achieved stops to be a motivator. Therefore, managers in a bid to improve productivity need to recognize the position of members of its workforce in relation to the hierarchy so as to be able to motivate them accordingly bearing in mind that motivational tools should be tailored to meeting their desires; Robbins, (2001). This theory states that when a lower need is satisfied, it is no longer a strong motivator and hence the demand for the next higher need

becomes dominant and the individual's attention is turned towards satisfying this higher need. It states that only unsatisfied needs motivate an individual; Mullins, (2005). Besides, Armstrong, in 2006; and Alderfer's in 1969 modified need hierarchy theory were developed from Maslow's hierarchy need theory. It condensed the five levels of need in the hierarchy need into three levels: existence; relatedness; and growth which emerged the other name as ERG theory. He postulated a two-way progression and cited a frustration-regression process as the downward trend. He said the lower level needs become the focus of the individual's effort when continuous frustration is experienced in the quest for higher level needs. He further suggested that lower level needs are not to be completely satisfied before the emergence of a higher level. But Jennifer and George in 2006 agreed that individuals from all walks of life strive to gratify five elementary needs: physiological needs, safety needs, belongingness needs, esteem needs and self-actualization needs. They claimed that these needs form a hierarchy with the most fundamental need that is physiological and safety needs situated at the lowest part of the hierarchy; Jennifer & George, (2006). They were of the notion that needs at the lowest-level should be satisfied before greater needs can be satisfied. But also Lawler in 2003 criticizing the theory of needs stated that his argument was that the concept made certain impractical assumptions concerning personnel such as (1) workers are identical (2) circumstances are similar and (3) there is an ultimate way of meeting needs. Basset-Jones and Lloyd in 2004 also shared a common opinion. Although Maslow's theory was able to establish the fact that individuals have needs, it has failed to provide an acceptable linkage amongst specific need fulfillment and the realization of an establishment's goals and objectives. Also it doesn't really provide solutions associated with the complications of personnel differences in motivation. This can only be done when process or mechanical theories are considered; Assam, (2002).

2.8.2 Frederick Herzberg' two Factor Theory

Herzberg in 1959 researched into job-related satisfaction and dissatisfaction and came out with a need-based model intended to provide direct managerial application. In this study, He carried out interviews with accountants and engineers using the critical incident technique. The technique is used to gather facts from domain experts or less experienced users of the existing system to gain knowledge of how to improve it. And Frederick Herzberg maintained that two completely distinct set of factors determine employee behavior in organizations. These include Hygiene factors and Motivators. Herzberg established that factors which appeared to ensure an

employee's job satisfaction were connected to the job contents or the aspects of the job itself and he referred to them as motivators, meanwhile, factors which appeared to cause employees dissatisfaction were connected to the job context; and he referred to them as hygiene factors Herzberg, (2000). Criticism levied at Herzberg's methods described the inclination for respondents to provide generally acceptable responses in their surveys, causing those factors that may influence dissatisfaction to be credited to extrinsic factors as opposed to intrinsic. Wargborn examined the pre-existing literatures citing this disapproval as a point of reference. Findings showed that Herzberg's data was the result of such tendencies and should not be certified as a valid explanation of work-related behaviors; Wargborn, (2008). And Lin in 2007 claimed that job contentment is multivariate in nature and the theory tends to oversimplify a complicated system of emotions and responses with inter-relationships amongst numerous factors. Shipley and Kiely in 1986 supported the claim that the theory was a decent starting point for managers but should not be endorsed for strict applications owing to the over- simplicity of the concept.

2.8.3 Victor Vroom's Expectancy

The expectancy theory, as opposed to the need theory, is a process theory. It relates to the diversity existing in the workplace as regards the opinions, thoughts and concerns of workers including their attitude and behaviors towards the job; (2015); George & Jones, (2012). This theory specifically focuses on the personal evaluations of a workforce and their work place. It assesses the activities of workers based on their hopes and aspirations; Purvis, Zagenczyk & McCray, (2015). And the theory implies that workers will only be willing to put their energy to work if the outcomes of both concerns are positive; George & Jones, (2012). This means that the positivity of an outcome is assumed to be associated with a specific action, as such the willingness of a workforce to perform is largely dependent on how positively inclined they view the outcome; Vroom, (1964); Lin, (2007). And the theory identifies two major concerns; the first concern is that irrespective of various possible outcomes, workers are motivated to commit their efforts to an organization only if they are certain that the end result or outcome will realize a specific level of performance this means that, if the members of a workforce lack faith in their ability to perform at a particular level, the inspiration to perform the job effectively will be low or lost; George & Jones, (2012). In addition, the theory recommends that outcomes should be related to desired workplace behaviors, work performance and productivity; George & Jones, (2012). It can be defined as the perception of workers as regards the likelihood of performing

effectively if they commit their energy, skills, and time creatively and innovatively in discharging their duties; Purvis, Zagenczyk & McCray, (2015). High Instrumentality, that is where workers believe that with specific levels of performance expected outcomes will be achieved, are very effective in motivating workers. At times, regardless of what workers perceive that extremely valiant outcomes will result mainly from work performance; workers may still not be inspired to perform at higher levels; George & Jones, (2012). Besides, one of the main criticisms associated with this theory is its simplicity. Furthermore, the notion that certain rewards can induce workers to commit more efforts so as to attain the reward, but disregard the possibility that those rewards in question may have an adverse effect on the worker. For instance an increase in salary may cause the worker higher taxes; Porter & Lawler, (1968). In addition Oliver in 1974 viewed that this would only work if workers are certain that such rewards can satisfy their needs. For instance, a two dollar increment in pay may not be appealing to workers if the increment drives them to a higher tax bracket making them believe that their total pay in actual terms has decreased.

2.8.4 McGregor Theory x and y Theory

McGregor (1960) constructed a philosophy based on differing managerial practice and presented a sharp contrast between two different sets of managerial assumptions about people and identified them as theory X and theory Y which represents two extreme ends of a continuum of beliefs. Theory X set of assumptions about human behavior suggest that people act to realize basic needs and, hence, do not voluntarily contribute to organizational aims; Bloisi & et al., (2003). And according to, McCaffer & et al., (2005), McGregor made an assumption that individuals are indolent, self-centered, resistant to change, lack ambition, dislike responsibility and are naïve. Therefore, Managers are, important to direct and modify worker behavior to meet organizational needs by persuading; rewarding, punishing and controlling those who do not naturally strive to learn and grow. On the contrary, theory Y view of workers behavior sees people as been motivated by higher order growth needs. It is therefore the task of management to facilitate individuals to act on these needs and grow in their job. Management's essential task is to structure the job environment to allow people achieve their higher-order individual goals and accomplishing the organizational objective. McGregor saw theory Y as a way to align workers' goals with that of the organization; Bloisi & et al., (2003)

2.8.5 McClelland's Achievement Motivation Theory

In 1988 the McClelland achievement theory focused on the relationship between hunger needs and the extent to which imagery of food dominated thought processes and identified four main arousal-based, and socially developed, motives:

1. The Achievement motive
2. The Power motive
3. The Affiliate motive
4. The Avoidance motive

The initial three motives correspond to Maslow's self-actualization, esteem and love needs. The relative intensity of these is dependent on the individual and it also varies between different occupations. With the perception that managers are higher in achievement than affiliation, McClelland saw the achievement need (n-Arch) as the most significant for the success and growth of any nation. Furthermore, effective managers need to be successful leaders and to influence other people. More so, they should possess a high need for power and score high on inhibition. The power in this context is directed to the organization and concern for group goals and is being exercised on behalf of other people. The theory suggested that n-Ach is not hereditary but as result from environmental influence and has the possibility of training people to develop a greater motivation.

2.9 Factors affecting employee's productivity

Jennifer and George in 2006 defined employee productivity as the level of effort put forth by the workforce of an organization towards achieving organizational goals and objectives. There are several ways by which a workforce can be motivated so as to enhance organizational productivity. George and Jones in 2012, states that motivation can be categorized into two classes namely intrinsic and extrinsic. Intrinsic motivation arises from an employee's internal cravings to execute a task out of self-interest rather than a need or wish for some external reward. External motivation is the type of motivation that arises when an employee is compelled to act in a specific way either as a result of that employee's desires for external rewards or to avoid punishment. Hence, several factors affect employment productivity and prominent among them

the basic education for any effective employment force. In addition to the above are the diet of the employment force and social overhead such as transportation and sanitation; Heizer and Render, (1999). And factors that influence a person in selecting the goal, including both internal and external factors, and the final goal is the best one chosen among potential alternatives. The intensity is the level of determination or effort put by an individual in the process of achieving the goal; how hard an individual has tried, and how much energy, time, money, or any other mental or physical things have been used during the process to achieve the goal. Persistence is the ability of an individual to maintain the motivation through times even though obstacles may exist; Robbins and Judge (2013). Furthermore, motivation, team building, training and job security have a significant bearing on the employment productivity. Better utilized employment with stronger commitment and working on safe jobs also contribute to affect employment productivity; Wiredu, (1989).

Employee motivation has a strong influence on the effectiveness of an organization; Paul (2017). Organizational effectiveness is a broad term but this study follows the concept as “locating targets and attaining them proficiently in spirited and energetic surroundings”; Constant (2001). An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence”; Abbah(2014). Furthermore within an organization, motivation is said to be a factor that leads to employee satisfaction. Also, motivation inspires a person to widen his/her knowledge, to explore and unleash his/her full capabilities and potential. Correspondingly, from the organizational aspects, motivation leads to a positive attitude in the workplace, easy adaptation to changes and more creativity. The more motivated the employees are, the more contribution they bring, thus the more profitable and successful is the business; MSG Experts (2017). Along with, a happy employee may stay, but if you really want to motivate the employees, create interesting work and let them engage with it. This means forming strong work cultures, encouraging creative thinking and innovation, and especially, avoiding unhealthy, unequal and impotent working environments; Landrum (2015). And according to George and Jones (2012) workers to be motivated and perform at higher levels, all conditions must be satisfied. Firstly, valence must be high; workers must crave the outcomes that the organization offers. Secondly, instrumentality must be high, which means that workers perceive that they must perform at high levels if they are to achieve the outcome. Finally, expectancy must be high; indicating that workers must believe that working hard and committing

their energy will bring about higher levels of performance; George & Jones, (2012). And a few companies believe that their employees are an important asset that can lead them to overcome difficulties, exceed their limits and reach prosperity. In contrast, companies that put their personnel in the center of the business, maintaining a positive and strong relationship with its employees, persuading them towards task fulfillment are proved to result in higher effectively and productivity; Adi, (2000), Rothberg (2005). Hence, if the efforts of an employee are recognized, he/she will feel achievement and fulfillment and continue to excel in the work. However, it is crucial to consider that the recognition as a motivator may differ among employees as one might increase the work productivity after being recognized while one is the opposite. By working closely with employees, you may know how they react to recognition, thus being able to off a fitting way of appreciation; Healthfield(2017). 2.13

Among others, favorable work environment, relationship between employees and the managers and training & development are the major employee motivational factors which are mentioned in detail in the below paragraphs.

2.10 Favorable work Environment

About 80% of productivity concerns are as a result of the nature of a worker's environment in most organizations Akinyele (2010). And if an organization fails to provide favorable work environment, compensate its workforce adequately, and create room for proper training and career advancement is at risk of having a de-motivated workforce. This means that such a workforce being demoralized would fail to effectively and efficiently discharges their duties leading to low performance and productivity levels; Nwachukwu, (2004).And Kohun (1992) also described an organization's work environment as an entirety. That is, it encompasses all forces, activities including other significant elements that are presently or potentially challenging the worker's productivity and performance levels. It is the summation of the interrelationship existing between workers and the surroundings in which they operate. Besides, Yesufuin2000claimed that the kinds of conditions workers are subjected to physically in the work place is significant to output. Managing and sustaining a work environment effectively demands making sure the surroundings are conducive, attractive, acceptable, resourceful, and motivating to the workforce thereby giving workers a sense of pride and purpose in the jobs they perform; Brenner, (2004). Because, employees have a sense of belonging when they can

comfortably request assistance from colleagues in the completion of certain jobs, which promotes unity; Mitchell & Ambrose, in 2007 also a favorable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity; Akinyele, (2007).

2.11 Relationship between employees and the managers

Good relationships with managers help in promoting commitment, high morale and confidence in the organization. It lays emphasis on performance, stability, growth and advancement of employees for improving an organization's competitive edge. And it also boosts the individual effectiveness, efficiency and productivity levels of workers because when managers take the time to build and improve relations as well as guide workers in their various roles, they will in turn produce more quality work. Only via such decent relations as well as a strong sensitivity in management can a unified entity be built; Chapman & Goodwin, (2001). Furthermore, as employees are the pillars of the organization, managers must ensure that they have a cordial relationship with their workers based on trust and mutual respect if they are to achieve high productivity levels from them.

Therefore managers are to ensure that a deliberate and well-structured initiative is utilized by their organizations to build foundations for solid relationships with their workforce; Rai, (2013). Because, Managers have a duty to cater for the needs of their workforce and this can be achieved by ensuring that employees are involved in decision making processes, receive feedback in terms of criticism as well as credit for their conduct and performances as well as enjoy personal or friendly relationships rather than strictly professional relationships with their managers; Sinha & Bajaj, (2013). This means that a co-worker's support is very essential in minimizing stress Cummins (2010) stated that. Mayo, Sanchez, Pastor and Rodriguez in 2012 as well agreed that co-worker support is vital in aiding productivity in the workplace. Although, the relationship that exists among co-workers as well as managers in relation to support has seldom been considered, the kind of relationships a worker has in terms of support from his co-workers has a very strong influence on his performance and productivity levels; Schaubroeck, Cotton & Jennings, (2005). Consequently workers who relate well and enjoy working with their colleagues particularly when engaged in team work are highly productive. Such workers tend to be more

devoted and motivated as opposed to their equals who lack such relationships with their co-workers. That is to say they operate more effectively and efficiently with the success of the organization in mind; Hoobler& Brass, (2006).Therefore the kind of relationships employees share with their managers really matters as having a faithful and dedicated workforce can be very vital to an organization as having a loyal customer base; Gillenson& Sanders, (2005).

2.12 Training and Development

Mathis in 2003 states that for a worker or group of workers to effectively carry out their responsibilities, there is a need to constantly train and develop workers. This is vital because workers who have been adequately trained and developed with the right educational qualifications and skills are capable of providing huge payoffs for their companies evident in their loyalty to the organization, sound knowledge and understanding of operations, improved productivity levels and their contributions to overall stability and future success of the firm. Since, empowerment gives employees a feeling of control, efficiency and impact and it creates a sense of freedom in making choices and the ways how to work, and work involvement; the feeling of responsibility and the ability to carry out work in a satisfactory manner; and the feeling of achievement when the task is accomplished within expectations and with desired outcomes. Many studies have shown that employees with high empowerment motivation have higher level of work motivation, which correspondingly results in better organizational productivity and performance; Koberg, Boss, Senjem& Goodman (1999).

Training can also aid in boosting morale, effectiveness, efficiency, as well as improve the level of a worker's productivity on the job. Hence, via adequate training workers are able to assess and benefit from those opportunities available for advancement in the hierarchy of the organization. This dimension is one that satisfies the psychological needs of the employee. These are opportunities for individual growth, greater and advanced roles and responsibilities as well as higher societal status. Promotion opportunities, when perceived as fair is more likely to result in job satisfaction; Lumley &et.al, (2011); and Spector, (1997).

2.13 Conceptual framework

According to Mile in 2004, motivation is a condition which influences the arousal, direction and maintenance of behavior. Human needs must be satisfied, and this can cause the arousal of

motivational forces. Koontz & et al. in 1990 opined that motivation of employees is an important inner control tool and should be satisfied in order to attain advantages such as increased employee commitment, increased productivity and efficiency. Besides, the motivational theories included in this research are linked to motivation to find out what their possible influence could be on those two constructs. The motivational theories that are relevant for this research work are the Equity theory. Carrel and Dittrichin2008, depict that most theorist discussing the equity theory posit three primary points. First, employees perceive a fair return for what they contribute to their job. Second, employees then run some kind of social comparison what their compensation should be with their colleagues. Last each employee that perceives himself to be in an inequitable situation will try to decrease this inequity. Therefore, the above explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations. Also motivation is a progression of moving and supporting goal directed behavior; Chowdhury, M.S, (2006).

Moreover, empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a win-win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees. Furthermore, Wargborn (2008) comprises: increased productivity, inspires innovation, cuts employment and training expenses and helps in managing resources creatively and to know what is required of them, not only in terms of their obligations and duties but also in standards of performance. And healthy relationships with managers or supervisors, helps in securing the highest possible form of mutual respect and understanding amongst the staff. It offers motivational inducements and aids to workers while improving the quality of work-life balance and minimizing stress. It does not only inspire higher levels of performance on the part of the members of the workforce but also on the organizational productivity levels as a whole, Furthermore, different people might have different values and approaches and, therefore, being able to understand employees' needs and using appropriate motivating methods can help increase the level of motivation; Gleeson (2016).

Therefore, as Berman in 2001, managers need to be more sensitive to employee personal problems and be prepared to discuss the issues with the employees when necessary. even though efforts have been made to get workers to work by motivation; but the problem still persists in

most public organizations; yet, management of organizations has been facing the problem of how to motivate workers to greater performance with a view of increasing productivity and job efficiency; not proper methods are designed, motivational level of the employees is not identified, factors affecting employees performance and de-motivational factors are not investigated properly, However, it is obvious that when workers are properly motivated, they will be in a position to put in their best; but workers alone should not be held responsible for low performance; also the management staff should be motivated first to motivate their employees and the management staff should understand the existing motivational level; the motivating and the de-motivating factors; the better ways to motivate employees' and to examine the impact of motivation on employees and organizational performance; therefore, as Vroom, 1970, the nature of the relationship between work motivation and employee performance can be seen as a conventional, meaning that the more motivated the employee is, the more effective his performance will be. However, the nature of motivation and the diverse differences between employees indicates that this linear relationship is not entirely true, but instead the relationship will peak at a certain limit and then slowly decrease, implying that under high levels of motivation, employee performance may drop.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1.Introduction

This research was designed to assess the impact motivation on employee's and organizational performance. Hence, source of data, sample size and sampling techniques, instruments and procedures of data collection and methods of data analysis were presented in detail to obtain pertinent and precise information about the current practices and problems that the office faced.

3.2.Research Approach

Mixed methods approach (qualitative and quantitative) was employed to conduct the study. And As Creswell, 2003, the data collection involves gathering numeric information (i.e. on questionnaires), document reviews as well as text information on interview so that the final data were presented both quantitative and qualitative information.

3.3.Research Type

Research type of this research was a descriptive study that aims to describe what has been observed. The purpose is to find out how reality may look like; Cooper & Schindler,(2011) when it comes to employees' motivation to go to work and to give a description of the current theories within the field of work motivation that follows by research questions that arose from the problem discussion through questionnaire, interviews and document reviews and strive accordingly in providing a valid representation of the current situation by answering the research questions was the goal of this study, as with other studies with a formal research design.

3.4.Sampling Techniques, Procedures and Sample Size

Conducting a study on the complete enumeration of all population or census survey is difficult to cover due to different constraints especially if the inquiry is large, Kothari, (2004). Therefore, definite sample plan was designed for obtaining a sample from a given population.

3.5.Sampling Techniques

The kind of sampling to be used depends on three factors; the nature of the population, the type of investigation and the degree of precision desired at minimum cost; Vandalen, (1979). By taking this into consideration, a purposive and random sampling technique was used to select the desired sample population. And to obtain the relevant data, the sample population was selected only from the study area; hence, the target populations of the study would be focused on public service employees of the Kirkos Sub City in Addis Ababa. Though, to make the population size manageable 268 Questioners were prepared and distributed. Moreover, the researcher conducted interview for 20 employees and leaders of the organization.

In order to draw representative sample for the study, the following procedures were used: -

1. The study area to be covered were identified; public service employees of the Kirkos Sub City in Addis Ababa.
2. Purposive sampling was employed to get appropriate sample from employee and managers based on their typical relevance to this study.
3. Random sampling was also used to obtain more representative and proportional sample from employee and managers responses in the organization.

3.6.Sample Size

Once the sampling techniques and procedures identified the remaining task was determining the representative sample and size to be involved in the study in regard to the total population of the organization.

By using sampling formula of Yamane (1967) the sample size will be calculated

$$n = \frac{N}{1 + Ne^2}$$

Where N= Total no of employees

n = The required sample size

e= error term=0.05

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{1023}{1 + 1023 \times 0.05^2}$$

$$n = \frac{1023}{1 + 1023 \times 0.0025}$$

$$n = \frac{1023}{3.5} n = 288$$

3.7. Sample Size and Sample Items

No.	Selected Items	Sample Size	Questionnaire	Interview	Remark
1	Employees	60	60	-	
2	Case team leaders	40	34	6	
3	Office managers	34	24	10	
4	Officers and secretaries	30	30	-	
5	Security and janitors	40	40	-	
6	Co-workers (contract workers)	24	24	-	
7	Stakeholders (cooperatives)	20	18	2	
8	Service receivers	40	38	2	
Total		288	268	20	

Table 1: Sample Size

3.8. Sources of Data

The research employed qualitative approach and the data collection methods involves gathering information through questionnaires and interviews; so that the final data were represent in both quantitative and qualitative information. Besides the data required for the completion of the study were collected from two sources namely, the primary and secondary sources. The primary sources of data were the public service employees of the Kirkos Sub City and the secondary data were gathered from documents like; conducted research papers, criteria's and guidelines and policy documents, were the bases for the research, along with other important documents which was relevant to the study were used.

3.9. Instruments and Procedures of Data Collection

Research tools are means to an end therefore; Questionnaire and interview were used to collect available information to gather relevant data for this study; and the researcher was prepared both open and close ended questionnaires and interview check list; later information obtained through questioners, and interview were collected and triangulated accordingly.

3.10. Instruments of data Collection

A. Questionnaire

Both close and open-ended forms questionnaires were use as the principal instrument of data collection and 268 respondents were prepared and distribute; therefore closed forms of questionnaires are easy to administrator to large number of participants and it facilitate the process of tabulation and analysis.

B. Interview

The second data collection instruments were conducted through interview and it important tool in order to get additional and supportive information; thus 20 respondents from different sample groups were participated as intended in the sample size.

3.11. Procedures of Data Collection

Totally 268 questionnaires were prepared and distributed; hence enough time were given to complete the questionnaires and return back to the researcher. Along with the interview was planned to conduct with 20 participants and conducted as the stated schedule

A. Techniques of Data Analysis

After the relevant data collected from the respondents the researcher was looking for documents, reports to strengthen the idea and to evaluate the issues from different dimensions. Furthermore, the researcher was analysis and discussed the result and findings properly; and then based on the relevancy of the figures the acquired data's weretabulated and re-arranged to draw conclusions based on percentages, averages and absoluter figures of respondents answers.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1.Introductions

This chapter mainly focuses with the presentation and interpretation of the gathered data through questionnaires to assess factor affecting work motivation in the public sector in public service workers in KirkosSubCity, in Addis Ababa. Therefore, the researcher purposefully select 268 respondents as a sample size to make the data's more reliable and then the questioners were distributed for Employees, Case team leaders, Office managers, Officers, secretaries, Security, janitors, Co- workers, Stakeholders, and Service receivers; finally the gathered data were triangulated, classified, analyzed and carefully interpreted using Likert scale.

4.2.Response Rate

The study targeted 268 respondents from the selected research area in collecting data. However among the selected sample size: 3 Employees; 2 Office managers; 1 Officers and secretaries; 3 Security and janitors; 2 Co- workers; 2 Stakeholders and 4 Service receivers totally 16(94%) of them among the total respondent sample were completed the questionnaires. Therefore, as indicated in the above statement, the response rate for this study was excellent and enough for data analysis and interpretation.

4.3.General Information of the Participants

Characteristic of Respondents

N ^o	Variables		Respondents	
			No	%
1	Gender	M	108	37.5
		F	180	62.5
2	Age	< 25	5	1.7
		26-35	142	49.3
		36-45	89	30.9
		Above 45	52	18
3	Qualification	Elementary school	7	2.4
		High-school level	32	11.1
		Certificate	35	12.1
		Diploma	81	28.1
		1 st degree	102	35.4
		MA/MSc. degree	31	10.7
4	Years of service	< 5	125	43.4
		6-10	97	33.6
		11-15	23	7.9
		16-20	23	7.9
		> 20	20	6.9

Table 2: Characteristic of Respondents

As shown on table 2, the study includes 150 (52 %) females and 138 (47.9 %) men respondents out of 288 sample size. The percentage indicates the great difference in the number of male and female participation in the area of the study. Regarding age of the participants 5 (1.7 %) are below 25, while 142 (49.3 %) of the participants were in the range of 26-35, and 89 (30.9%) of the respondents are in the range of 36 to 45; moreover, 52 (18 %) laid above 45 years of age; regarding educational level, 7 (2.4 %) of employees are possessed elementary education and high school graduates, also 35 (12.1 %) of participants acquired certificates; moreover, 81 (28.1 %) employees have got diploma; besides 102 (35.4%) of them have got first degree; and the rest 31

(10.7 %) of participants acquired MA/MSc. Degree; regarding year of services 125 (43.4 %) of respondents have work experience less than 5 years and 97 (33.6 %) of respondents have 6 to 10 years' work experience and 23 (7.9 %) of the participants are in between 16 to 20 years work experience and the rest 20 (6.9 %) sample representatives of the research have work experience more than 20 years'.

4.4. Factors Affecting Employees' work Motivation

Factors Affecting Employees' Motivation

Items	Variables									
	SD		D		M		SA		A	
	No	%	No	%	No	%	No	%	No	%
1. Factors affecting employees' work motivation										
- Work Overloading	19	7.2	37	14.7	58	22.2	81	31	66	25.2
- Poor site conditions	87	33.3	91	34.8	13	4.9	38	14.5	32	12.2
- Lack of recognition and reward	9	3.4	14	5.3	56	21.4	99	37.9	83	31.8
- Incompetent or Poor supervision	3	1.1	29	11.1	51	19.5	91	34.8	87	33.3
- Lack of adequate materials	47	18	63	24.1	7	2.6	65	24.9	79	30.2
	23	8.8	14	5.3	23	8.8	91	34.8	110	42.1

Table 3: Factors Affecting Employees' Motivation

As illustrated in Table 3; in item one out of the total 261 samples size 19(7.2 %) of the respondents strongly disagree; besides the other 37(14.7%)disagreed and believe that work overloading is not affecting employees' work motivation; moreover, 58 (22.2 %) of the responder believes that moderately there is overload work in the sated organization; however, 81 (31) of the respondent strongly agreed and the rest 66 (25.2%) of the respondent agreed and believe that there is work overload in the stated organization; this implies, more than 53% of the respondent and the other (22.2%) of the respondent agreed and slightly the agreed respectively this shows that there is work overload in organization. Regarding site condition 87 (33.3%) strongly disagreed and 91 (34.8%) disagreed; and 13 (4.9%) of the respondent also moderately believes the poor site condition of the organization; however, 38 (14.5%) strongly agreed and 32

(12.2%) agreed the existence of poor site condition of the organization this shows that more than (68.1%) of the participant disagreed the existence of poor site condition; and regarding recognition and reward 9 (3.4 %) strongly disagreed and the others 14 (5.3%) disagreed and reward in the organization and 56 (21.4%) partially, but 99 (37.9 %) strongly agreed and 83 (31.8 %) agreed the existence of lack of recognition and reward; this shows that more than (69.7%) of the respondent believes the absences of proper recognition and reward; regarding incompetent supervision 3 (1.1%) of the respondent strongly disagreed and 29 (11.1%) disagreed the incompetent supervision and 51 (19.5%) partially believes the presence of incompetent supervision, however, 91 (34.8%) strongly agreed and 87 (33.3%) agreed regarding the presence of incompetent or poor supervision in the stated organization; moreover regarding employees competency 47(18%) strongly disagreed and 63 (24.1%) disagreed and 7 (2.6%) partially agreed the presence of incompetent employees; but 65 (24.9%) strongly agreed and 70 (30.2%) agreed and believe the expectance of incompetent employees, furthermore, regarding materials 23 (8.8 %) strongly disagreed and 14 (5.3%) disagreed and 23 (8.8%) partially dis agreed the presence of lack of materials in the organization; but 91 (34.8%) strongly agreed and 110 (42.1%) agreed and believe that there is lack of materials in the stated organization. Further, the collected data analyses of the data from interview revealed that the employee's needs may vary. However, as the analysis shows that the organization doesn't give much attention regarding employees' motivation; and many insufficient socialization employees incompetence; hence they are not satisfied with their working conditions and also they feel that the organization concern; regarding employee safety and security is not satisfactory; accordingly this is manifested through respondents of the study. Besides, literatures states that as motivation is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. And it is obvious that extrinsic motivators can have an immediate and powerful effect but will not necessarily last long; Mullins, (2005); and Armstrong, (2006).

4.5. Attitude of the managers towards employee motivation

Items	Variables									
	SD		D		M		SA		A	
	No	%	No	%	No	%	No	%	No	%
2. Attitude of the Managers										
- Highly committed to their work	87	33.3	51	19.5	30	11.4	61	23.3	32	12.2
- Provides feedback regularly	57	21.8	40	15.3	34	13	60	22.9	70	26.8
- Understand individual perception	85	32.5	97	37.1	50	19.1	20	7.6	9	3.4
- Often admire employees	69	26.4	70	26.8	10	3.8	73	27.9	41	18
- Criticizes employees	50	19.1	50	19.1	24	9.1	60	22.9	77	29.5

Table 4: Attitude of the Managers

The Table 4 rates the attitudes of the managers and regarding commitment 87 (33.3%) strongly disagreed and 51 (19.5%) disagreed and 30 (11.4%) partially disagreed; also 61 (23.3 %) strongly agreed and 32 (12.2 %) this shows that more than half of the respondents disagreed; likewise, regarding their feedback providing habits 57 (21.8%) strongly disagreed and 40 (15.3%) disagreed; besides, 34 (13%) of the respondent placed under medium column however, 60 (22.9 %) strongly agreed and the rest 70 (26.8 %) of the respondent agreed. Moreover, regarding managers' understanding of the individual's perception 85 (32.5 %) strongly disagreed and 97 (37.1 %) disagreed; and 50 (19.1 %) of the respondent placed under the medium column; whereas 20 (7.6 %) strongly agreed and the others 9 (3.4%) agreed. Furthermore, concerning employee's admiration 69 (26.4 %) strongly disagreed and 70 (26.8 %) and disagreed also 10 (3.8 %) partially agreed; though, 73 (27.9 %) strongly agreed and 41 (18 %) agreed. However, 60 (22.9 %) strongly agreed and 77 (29.5 %) agreed, but 50 (50%) strongly disagreed and the rest 50 (19.1%) disagreed. Besides, the analysis of the interviews shows that the need for managers to pay attention to worker's perception because workers are more likely to accept and support organizational change when they believe it is implemented fairly. Moreover, most of the managers lack this skills and attitudes. However, different scholars like Rai, in 2013 states that employees are the pillars of the organization, managers must ensure that they have a cordial

relationship with their workers based on trust and mutual respect if they are to achieve high productivity levels from them. Therefore managers are to ensure that deliberate and well-structured initiatives are utilized by their organizations to build foundations for solid relationships with their workforce.

4.6 Attitude of employee

Items	Variables									
	SD		D		M		SA		A	
	No	%	No	%	No	%	No	%	No	%
3. Attitude of employee'										
- Modifies their self-image	25	9.5	37	14.1	57	21.8	57	21.8	85	32.5
- Needs challenges and success	90	34.4	85	32.5	40	15.3	20	7.6	26	9.9
- Have professional relationship	29	11.1	30	11.4	37	14.1	97	37.1	68	26
- Prudent with office resources	88	33.7	61	23.3	27	10.3	47	18	38	14.5
- Very keen and motivated to work	87	33.3	90	3.4	14	5.3	33	12.6	37	14.1

Table 5: Attitude of employee

As the above table shows about attitude of employee' and regarding employees' self-image 25 (9.5 %) strongly disagreed and 37 (14.1 %) disagreed and 57 (21.8 %) of the respondents placed under medium column; however, still 57 (21.8 %) of the respondents strongly agreed and 85 (32.5 %) agreed and believe that more than (54.3%) of employees of the organization are trying to modify their self-image; and regarding challenges and success, moreover, 90 (34.4 %) of the respondents strongly disagreed and 85 (32.5 %) disagreed and 40 (15.3 %) of the respondent partially agreed whereas the other 20 (7.6 %) strongly agreed and the rest 26 (9.9%) of the respondent agreed regarding professional relationship 29 (11.1 %) strongly disagreed and 30 (11.4 %) of the respondents disagreed still 37 (14.1%) partially agreed and believe they have professional relationship, but 97 (31.1%) strongly agreed and 68 (26 %) agreed and this shows that, more than (57.1%) believe employees have professional relationship; likewise, regarding employees' prudent with office resources 88 (33.7 %) strongly disagreed and 61 (23.3 %) disagreed and 27 (10.3%) partially agreed concerning employees prudent with office resources;

but, 47 (18%) strongly agreed and the rest 3 (14.5%) agreed and believes employees' are prudent with office resources; furthermore, regarding work motivation 87 (33.3 %) strongly disagreed and 90 (3.4 %) dis agreed concerning employees work motivation and the other 14 (5.3%) of the respondents partially agreed; besides, however 33 (12.6 %) strongly agreed and 37 (14.1 %) agreed and believe that employees' are very keen and motivated to work. As the analysis of the interview mostly employees are not involved in decision making processes and regarding work environment of the organization, most respondents disagree that the working conditions are not good and de motivate them to work; moreover, they are not satisfied or motivated by their salary given by the organization and there are no organized strategies to give recognition and appreciation; to provide job security to organize promotion and growth as well as kind and cash rewards strategies within the organization. Besides Mc Coy, in 2000 states that every employee or worker has his or her own set of motivations and personal incentives that ginger him or her to work hard or not as the case may be. Some are motivated by recognition whilst others are motivated by cash incentives.

4.7 Major Challenges of the Managers in Motivating Employees

Items	Variables									
	SD		D		M		SA		A	
	No	%	No	%	No	%	No	%	No	%
4. Major challenges of the managers in motivating employees										
- Insufficient socialization	35	13.4	47	18	37	14.1	50	19.1	92	35.2
- lack of Training and development	47	18	85	32.5	25	9.5	36	13.7	68	26
- weak job design and organization	24	9.1	38	14.5	17	6.5	88	33.7	94	36
- Non-Participatory management	25	9.5	37	14.1	25	9.5	79	21.8	95	32.5
- The working environment	35	13.4	31	11.8	45	17.2	61	23.3	89	34
- Shortage of working materials	41	15.7	61	23.3	30	11.4	68	26	61	23.3
- Employees Incompetence	30	11.4	40	15.3	69	26.4	60	22.9	62	23.7

Table 6: Major challenges of the managers in motivating employees

As the above table shows the major challenges of the managers in motivating employees and regarding socialization 35 (13.6 %) strongly disagreed and 47 (18 %) disagreed then 37 (14.1 %) of the respondents partially agreed; though 50 (19.1 %) of the respondents strongly agreed and 92 (35.2 %) agreed; and regarding training and development 47 (18 %) of the respondents strongly disagreed and 85 (32.5 %) disagreed, likewise, 25 (9.5%) partially agreed, however, 36 (13.7 %) strongly agreed and the rest 68 (26 %) of the respondent agreed. Moreover, regarding job design and organization, 24 (9.1 %) strongly disagreed and 38 (14.5 %) of the respondents disagreed and believe job the presence weak job design and organization and 17 (6.5 %) partially agreed; but 88 (33.7%) strongly agreed and 94 (36 %) agreed; moreover, regarding participatory management approach of the organization and 25 (9.5%) strongly disagreed and 37 (14.1%) disagreed and 25 (9.5 %) partially agreed; but, 79 (21.8%) strongly agreed and the rest 95 (32.5%) agreed; furthermore, concerning the working environment 35 (13.4 %) strongly disagreed and 31 (11.8 %) disagreed regarding the working environment and 45 (17.2 %) of the respondents partially agreed; however, 61 (23.3 %) strongly agreed and 89 (34 %) agreed and believe that the working environment is the main challenges of the managers in motivating employees. And regarding materials shortage 41 (15.7 %) strongly disagreed and 61 (23.3%) disagreed concerning materials shortage and the other 30 (11.4 %) of the respondents partially agreed; also, 68 (26 %) strongly agreed and 61 (23.3 %) agreed. Furthermore, regarding employees competence 30 (11.4 %) strongly disagreed and 40 (15.3%) disagreed about employees competence and the other 69 (26.4 %) of the respondents partially agreed; however 60 (22.6 %) strongly agreed and 62 (23.7 %) agreed and believe that employees' are incompetent. Besides, as the analysis of the interviews weak job design and work organization; lack of training and development; non participatory management approach; the working environment is not conducive; shortage of working materials; employees incompetence as the major challenges of the managers in motivating employees. Besides, about workers efficiency, the interview analyses shows that the organization lack adequate planning and working materials and exercise weak job design; however their workload is somewhat good but the work site and lack of required materials and resources; incompetent supervision; lack of adequate and improper recruitment are among factors affecting employees. Furthermore, regarding employees different scholars states that, employee performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job

security, organizational structure and others, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations; Shadare& et al, (2009). Moreover, employees who enjoy such relationships both within and outside the work environment tend to be more effective and efficient as such very productive in discharging their duties. Therefore organizations should promote harmony amongst employees by organizing social functions in a bid to bring employees together, Jibowo, (2007).

4.8 Motivation Strategies Taking place in the Organization

Items	Variables									
	SD		D		M		SA		A	
	No	%	No	%	No	%	No	%	No	%
5 Motivation Strategies Taking place in the Organization										
- Recognition and Appreciation	85	28.7	72	27.5	45	17.2	21	8	18	6.8
- Fat Salaries and Job Security	99	37.9	105	40.2	-	-	28	10.7	29	11.1
- Good Working Environment	35	13.4	41	15.2	65	24.9	66	25.2	54	20.6
- Promotion and Growth	100	38.3	91	34.8	37	13.8	-	-	33	12.6
- Kind and Cash rewards	75	28.7	75	28.7	25	9.5	38	14.5	48	18.3

Table 7: Motivation Strategies

As the above table shows motivation strategies taking place in the organization and regarding recognition and appreciation, 85 (28.7 %) strongly disagreed and 72 (27.5 %) disagreed; besides 45 (17.2%) of the respondents partially agreed; though 21 (8%) of the respondents strongly agreed and 18 (6.8%) agreed and believe that the organization recognize and appreciate employees. Likewise, concerning salaries and job security 99 (37.9 %) of the respondents strongly disagreed and 105 (40.2%) disagreed; however, 28 (10.7 %) strongly agreed and the rest 29 (11.1%) of the respondent agreed and believe that the organization has fat salaries and job security as motivational strategies in the organization; moreover regarding the existence of good working environment 5 (13.4%) strongly disagreed and 41 (15.2 %) of the respondents disagreed and 65 (24.9 %) partially agreed; but 66 (25.2 %) strongly agreed and 54 (20.6 %) agreed and believe that good working environment is used as motivational strategies in

the organization. Moreover, regarding promotion and growth 100 (38.3%) strongly disagreed and 91(34.8%) disagreed; besides 37 (38.3%) partially agreed; and the rest 33 (12.6 %) agreed and believes promotion and growth used as motivational strategies. Concerning motivational strategies 75 (28.7 %) strongly disagreed and 75 (28.7 %) disagreed and believes kind and cash rewards are practiced in the organization. Regarding the interview analysis the organization not organizes any social utilities to build socialization among the staff members and to develop friendship amongst employees, the managers are not that much capable to lead and they are not in good position to admire and criticize and feedback regularly for the good or/and bad deeds of their employees. Moreover, it is obvious and motivation can be relevant for employers could influence their work perform; however there is no motivational strategy in the organization to improve the motivational levels of the workers because it could help the organization to increase their overall performance. And as Jibowo, in 2007 state that Motivation through factors such as employee wellbeing, adequate compensation, promotion, good relationships with co-workers and relationships with managers can enhance an employee's level of effectiveness and efficiency in the workplace. This is because good relationships with coworkers promote unity and gives the employee a sense of belonging and acceptance which in turn boosts employee performance and productivity levels.

4.9 Chapter Summery

As per the responses obtained from the respondents there is a strong relationship between motivation and employee performance and the type of motivation determined the level of performance of the employee. When positive motivation was efficiently and effectively applied, the level of employee performance increased and vice versa. Though, regarding the analysis of the study employees' relationships with their managers and with other employees and their colleagues are firmly professional. However managers of the organization were not demonstrate commitment to their work and were not in the position to adopt any kind of techniques to keep employees motivated. Moreover, there was no motivational strategy stated in the organization; but once upon a while, "grand renaissance dam bonds" issued as reward for some selected employees of the staff. Furthermore, employees are not concerned and not assigned to any tasks and are not involved in decision making processes in the organization; however the organization could benefit by allowing workers to participate in making decisions. Likewise, the relevance of

motivational factors depends not only to meet the needs of the employees, but also that of the organization performance as well. Also, not only the rewards that could motivate employees and causes an improvement in their work performance; instead understanding the needs of the employees and motivational needs of the entire staff should be identified before any measures taken. Moreover, concerning motivation and employees performance different literatures states that the nature of the relationship between work motivation and employee performance can be seen as a conventional, meaning that the more motivated the employee is, the more effective his performance will be. However, the nature of motivation and the diverse differences between employees indicates that this linear relationship is not entirely true, but instead the relationship will peak at a certain limit and then slowly decrease, implying that under high levels of motivation, employee performance may drop, Vroom, (1970),.

CHAPTER FIVE

FINDING, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This study provides a summarized finding, comprehensive conclusion and possible recommendation on factor affecting work motivation in the public sector specifically in public service workers of Kirkos Sub City and some suggestion to improve employee's motivation.

5.2 Summary of Findings

The discussion of the current research findings with respect to the past research findings helps in concluding that, the relationship between work motivation and employee performance is very strong. Though, different motivation factors motivate the employees differently at different positions. Also, the discussion concludes that, it is the responsibility of management of the organization to identify the major factors that motivate the individual employees, in order to ensure effective organizational performance. Furthermore, as the respondent, training and development were among motivational factors in the organization but they were not given adequately; hence, skills and knowledge gap are among the challenges of employee's motivation. Although the relationships among employees and with their managers were weak and also the finding shows that managers' effort towards improving and maintaining effective communication system between the employees were poor; so that, equally, any social functions were not held in the organization to bring staff together; hence the organization couldn't create interpersonal relationship between management and staff; therefore socialization of the organization was impeded. Besides, the working environment was not conducive for the workers and there were no adequate working conditions; similarly basic materials and equipment's used for daily activities were not adequate to perform the given tasks accordingly and not delivered timely as proposed in the objectives. Subsequently, most of the respondents were not satisfied with their working conditions also think that, the organizational concern regarding employee safety was very low; thus employees are not in the position to receive feedback and criticisms concerning their tasks. And also the organization has no specified strategy was formed regarding employees motivation. Similarly, insignificant and biased employees recognition rewarding program were made occasionally.

5.3 Conclusions

Employees are the most valuable resource available to an organization. This is because they are an integral part of the organization as such it is very important for organizations, and the employees' motivation plays one of the most vital roles and contributes to the development of an organization. Maslow identified eight innate needs of man, including the need to know and understand, aesthetic needs, and the need for transcendence. However the hierarchy is usually shown as ranging through five main levels from the lowest need being physiological, through safety needs, love needs and esteem needs to the highest level of needs being self-actualization. This theory states that when a lower need is satisfied, it is no longer a strong motivator and hence the demand for the next higher need becomes dominant and the individual's attention is turned towards satisfying this higher need. It states that only unsatisfied needs motivate an individual; Maslow (1943). Furthermore, the concept of motivation may be complex and may pose a serious challenge to managers as it is relative to individuals; because people vary in what they need.

Therefore, it is necessary for any managers to understand what motivates the employees. This study concludes that employee motivation be it intrinsic or extrinsic in nature and has a significant effect and it is a key for the productivity of the organization and the theoretical framework of the study also shows that motivation of employees could be affected by two main factors which are intrinsic motivation and extrinsic motivation. yet, most workers perceive extrinsic motivation as generally having a larger influence on the psychological aspects of employee performance; but intrinsic motivation also has a great importance to employee motivation, though; several factors may affect worker productivity levels in an organization like organizational culture; organization site, working environment, leadership style and approach, motivation strategy and organizational structure etc. similarly, motivation plays a major role in improving worker performance; and the finding of this research also shows that the motivational factors are not identified properly and there is no stated motivational strategies in the organization. Hence, the absence of clear motivational strategies for employees and insignificant consideration of the organization towards employees' motivation contribute to insufficient commitment and low work performance. Therefore, special consideration and investigation should be taken to assess factors associated with motivation and de-motivation

factors of employees in order to enhance employee's motivation and work performance in the organization.

5.4 Recommendations

- Most of the respondents are not satisfied with their working conditions and also they feel that the organization does not take matters concerning employee safety. Hence, the management should make efforts to give time and performance-based incentives (such as better payments and bonuses) and improve the working conditions and the poor supervision to make employees happy and motivated
- As most of the respondents stated that they the relationships among employees and with managers are weak. Therefore, management should make positive effort towards improving and maintaining effective communication system between the employees so that socialization will improve.
- Also management must ensure that in creating a good working environment that is conducive for workers with adequate working conditions as well as providing the right tools and resources to ensure worker effectiveness in discharging their respective duties. Therefore the management should take various measures to create a better working environment and to promote efficiency and to enhance performance.
- The organizations not working to assess the strength and weaknesses of his employees also not in the position to give feedback to his employees; but giving feed back in form of praise and criticisms concerning their assigned tasks and opportunity contribute a lot regarding employees' performance and paves the way to express their feelings regarding any issues in the organization.
- The finding of this paper shows that no significant training and skill development were given in the organization. Therefore, primarily training policy should be organized and the opportunities should be given to employees'; so that it helps them to improve their skills and knowledge and in turn to improve their work efficiency and organizational productivity.
- The organization often not organizes social functions to bring staff together this hampered communication and reduced work motivation. Hence the organization should create interpersonal relationship between the management and the staff and should facilitate

communication and socialization events; so that it contributes for employees' motivation to work.

- Employees suffered with materials shortage. Therefore, the organization should give emphasis and different approach should be made to provide necessary materials to deliver the materials and equipment's timely to enhance the performance of the employees.
- The finding also shows that, there was no specified strategy regarding motivation; however reward and incentives should be included in employee benefit packages of the organization.

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APPENDIXES

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
ADDIS ABABA**

This questionnaire is designed to gather data regarding *“factor affecting work motivation in the public sector”*: *the case of public service workers in kirkos sub city*. For this pursuit, the researcher kindly seeks your genuine responses to the questions raised in this questionnaire by either ticking the appropriate option or giving a brief explanation as required. Thereafter, the information obtained shall be used for academic purposes only and shall be treated with utmost confidentiality. It is only through your response that this study can be successfully completed.

Part I: Background Information.

Direction 1: Please respond to the following questions by writing the appropriate information on the space provided or by writing “x” mark in one of the boxes provided.

Note

1. No need of writing your name
2. Please put “X” mark in the blank space just beside your choice column

Part I. General Information

Sex	Female <input type="checkbox"/>	Male <input type="checkbox"/>
Age	Under 25 <input type="checkbox"/>	36-45 <input type="checkbox"/>
	26-35 <input type="checkbox"/>	above 45 <input type="checkbox"/>
Educational level	Degree <input type="checkbox"/>	Diploma <input type="checkbox"/>
	Masters <input type="checkbox"/>	Elementary school <input type="checkbox"/>

	Secondary school <input type="checkbox"/>	Not literate <input type="checkbox"/>
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Thank you for your cooperation!

PART II:

Questionnaire for Employees, Case team Leaders, Co- workers, Officers and Secretaries, Security and Janitors, Office Managers

Rating: 1= Strongly Disagree,

2 = Disagree,

3 = Medium,

4 = Agree and

5 = Strongly Agree

Instruction: Please show the extent to which how practices are being carried out in your organizations by putting “X” mark in one of the alternatives.

Part II. Questionnaire

N ^o .	Items	Variables				
		SD	D	M	A	SA
1.	Factors affecting employees’ work motivation					

	<ul style="list-style-type: none"> - Work Overloading - Poor site conditions and communication - Lack of recognition and reward - Improper recruitment/ incompetent employees - Lack of adequate planning and materials 					
N ^o .	Items	Variables				
		SD	D	M	A	SA
2. Attitude of the managers						
	<ul style="list-style-type: none"> - They are highly committed to their work - Provides feedback regularly - Attempting to understand individual perception - Often admire employees for completing tasks - Criticizes employees for the waste of resources and time 					
3. Attitude of employee						
	<ul style="list-style-type: none"> - Attempting to modify their self-image - Needing challenges and success - Their relationship with my co-workers is professional - They are very prudent with office resources - They are very keen and motivated to work 					
4. Major challenges of the managers in motivating employees						
	<ul style="list-style-type: none"> - Insufficient socialization - lack of Training and development - weak job design and work organization - Non Participatory management approach - The working environment is not conducive - Shortage of working materials - Employees Incompetence 					
5. Motivation strategies taking place						

	<ul style="list-style-type: none"> - Recognition and Appreciation - Fat Salaries and Job Security - Good Working Environment - Promotion and Growth - Kind and Cash rewards 					
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**ADDIS ABABA UNIVERSITY
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ADDIS ABABA**

Part III. Interviews

This **Interview** is designed to gather data regarding *“factor affecting work motivation in the public sector”*: *the case of public service workers in kirkos sub city*. Therefore, since the success of the study depends upon the responses that you provide, I will ask your genuine and accurate response to each of the item and I would like to assure you that your response and answers remain strictly confidential.

Thank you!

Direction 4: Interview Questions

1. Is the organization adopting a kind of techniques to keep employees motivated? _____
 ___If yes, how much the applied techniques are effective in motivating employees? _____
2. Do you believe that employees’ motivation affect their work performance?
3. Is the organization implementing motivational tools for employees? What made you feel good about your job? _____
4. Do you believe that the organization should assess the effectiveness of applied techniques on employees’ motivation and apply some motivational tools for the betterment employee performance? _____

5. Different scholars emphasize the need for managers to pay attention to worker's perception because workers are more likely to accept and support organizational change when they believe it is implemented fairly. Do you agree with this? _____ If not, why? _____
6. Researches state that managers' could benefit by allowing workers to participate in making decisions. Do you experience in making decisions / participate employees in making decisions process? _____ If not what would be the reason / why? _____