THE ASSESSMENT OF EMPLOYEE MOTIVATIONAL PRACTICE IN HIGHER EDUCATION RELEVANCE & QUALITY AGENCY

BY

TEKA ANSA

ID: SGS/0065/2004A

JUNE, 2019

ADDIS ABABA, ETHIOPIA

THE ASSESSMENT OF EMPLOYEE MOTIVATIONAL PRACTICE IN HIGHER EDUCATION RELEVANCE & QUALITY AGENCY

BY

TEKA ANSA

(ID: SGS/0065/2004A)

A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

JUNE, 2019

ADDIS ABABA, ETHIOPIA

ST. MARY'S UNIVERSITY SHOOL OF GRADUATES STUDIES FACULITY OF BUSINESS

THE ASSESSMENT OF EMPLOYEE MOTIVATIONAL PRACTICE IN

HIGHER EDUCATION RELEVANCE & QUALITY AGENCY

BY

TEKA ANSA

APPROVED BY THE COMMITTEE OF EXAMINERS

Dean, Graduates Studies	Signature
Advisor	Signature
External Examiner	Signature
Internal Examiner	Signature

Table of Contents

CHAPTER ONE: INTRODUCTION

CHPTER TWO: RELATED LITERATURE VIEW

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

CHAPTER FOUR: PRESENTATIONS AND DATA ANALYISIS OF DATA

II

CHAPTER FIVE*: *SUMMARY, CONCLUSION AND RECOMMENDATIONS

III

ACKNOWLEDGEMENT

List of Abbreviations and Acronyms

HERQA   Higher Education relevance and Quality Agency

HEIs   Higher Education institutions

MBO   Management by objectives

SD   Standard deviation

SPSS   Statistical Package for Social Science

V

List of Tables

VI

9

ABSTRACT

The essential need of implementing employees' motivation has been concern for organizations. Because it has been proved that motivation is one of the deciding factors in work performance and for the success or failure of an organization. Understanding employee's motivation requires a systematic approach and organizations must understand that employee's input is very essential. Therefore, this study has attempted closely to examine and assess how the concept of employee motivation is understood and managed in the Higher Education Relevance & Quality Agency. This study was intended to address three basic categorized questions that consists a total of 36 different questions. Identifying the current motivational schemes currently applied, assessing the perception of employees' towards the motivational practice, and identifying factors that hinder the implementation of motivational practices of the Agency were the major issues addressed by this research. The study was conducted on 68 respondents that represent 84 percent the total population. The researcher commenced his study by reviewing the relevant literature that was available via books, articles, journals and online resources. The researcher used descriptive research methods in attaining information to answer his research aims and objectives. Mann-Whitney U test has been carried out to prove whether there exist underlying employees' perception differences. Any test scores observed from sampled data has been administered by using Cronbach's Alpha in order to evaluate the reliability of output data. Employees' responses have been analyzed through SPSS in order to test statistical inferences and make recommendations and conclusions. Based on the summary of the analysis, the majority of respondents have felt that the existence of different salary scale and different salary payment for the same job level were the major factors that hinder the implementation of motivational practice in the Agency. On contrary, 70 percent of the respondents were dissatisfied due to the absence of special enforcement mechanisms and absence of reward as a result of their job performance. The researcher believes that unless these factors are resolved systematically, it would difficult to achieve the organizational goal. The researcher believed that the results of this study and those presented and discussed in this thesis an forwarded recommendations could be useful in helping the Agency and to determine what motivates employees and what should be done to motivate its employees. Furthermore, this study could serve as a reference for further research.

Key words: Motivation, Perception, percentage, significant difference, HERQA

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Many contemporary authors defined the concept of motivation. Motivation has been defined as: "the psychological process that gives behavior purpose and direction'' (Armstrong, Michael, 2002). Paul, H. et al, (2006) defined motivation as predisposition to behave in a purposive manner to achieve specific, unmet needs while (Armstrong, Michael, 2002) defined motivation of employees as the process by which a person's efforts are energized, directed, and sustained toward attaining a goal.

The success of any organization depends upon good management and the ability of managers to accomplish organizational goals through the efforts of their employees. The skills and competence possessed by the employees are important in determining their job performance. However, skills & abilities are not sufficient. Motivation is needed to activate these abilities and skills to release their potential.

The manager should motivate the employees to get things done through them without asking them what to do. Motivation creates a productive employee who saves time and effort. The motivated employee volunteers do more than what is expected and they are more successful achievers than others. Such employee could be a good recourse and a model to be followed by other staff and adds positive input to the work within the organization. Good performance depends on whether staff able to do things, or whether they are willing to do things. The level of performance depends on the level of motivation that stimulates someone to work and carry out the necessary tasks to achieve the goals. (Alvesson, Mats, 2002)

Human resource or employees of any organization are priceless assets; so they need to be influenced and persuaded towards tasks fulfillment. Quite many organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or failure. Worldwide many public and private organizations introduced motivational theories & applied to improve the employees' performance (Armstrong, Michael, 2002).

As stated above motivated employees perform more than those who are not motivated.   Although the issue of employees' motivation is well studied in different parts of the world, it has not get due attention in Ethiopia. The fact that there are little or no studies conducted to study the motivation of employees signals that most governmental and private organizations have paid little attention to employees' motivation.

Thus, this study aims at closely examining the motivation of the employees of Higher Education Relevance and Quality Assurance Agency (HERQA) which is one of the many governmental organizations in Ethiopia. HERQA was established through the Higher Education proclamation 351/2003 and later amended by proclamation number 650/2009 as the key Agency responsible for guiding & regulating the quality education provision in higher education institutions in Ethiopia. In addition, the study identifies motivational problems of the agency and suggests possible solutions and recommendations.

1.2 Statement of the Problem

HERQA has a huge responsibility to ensure and enhance quality and relevance in private and public higher education institutions in Ethiopia. In order to fulfill its responsibility, the Agency must have qualified and committed employees that bring a significant difference in higher education quality provision that meet the expectation of employers.

However, since the inception of the Agency, although a great deal in terms of accreditation and quality assessments are conducted regularly, a number of employees of the Agency are leaving every year as a result of high staff turnover. No profound study is also undertaken by the Human Resource Directorate of the Agency to curb down the problem so far. The HRM Directorate had a practice to ask about the reason of staff resignation through exit form while employees are leaving the Agency. Based on this data most of employees suggested that they are leaving the agency due to low payment of wage and absence of proper incentive systems. In addition, Informal discussion with employees who left the Agency revealed that luck of motivational scheme is mentioned as one of the major factors by the employees. Except a few short-term trainings for 5-21 days, no other motivational schemes are provided to motivate employees (HERQA Monthly employees' evaluation reports, 2009-2015). In general, there is no well designed motivational system execution practice to curb high turnover rate and to retain existing potential staffs in the Agency.

Therefore, this study attempts to closely examine and assess how the concept of employee motivation is understood and managed in the Agency. It also studies the current motivational instruments in use and practiced by the Agency.

1.3 Research Questions

This study is intended to address the following employees' motivation issues:

(1) What types of motivational schemes are applied by the Agency?

2) What is the perception of employees on the practice of motivation used by the Agency?

3) What are the factors that hinder the implementation of motivational practices?

1.4 Objectives of the study

1.4.1 General Objective

The general objective of this study is to explore the motivational practices and examine the relationship between organizational performance and employee's motivation.

1.4.2 Specific Objectives

The specific objectives of the study are:

- Identify the motivation schemes which are currently practiced by the Agency
- Assess the employees' perception on the motivation schemes used by the HERQA
- Determine the major factors that hinder motivational practices on employees' performance

1.5 Significance of the Study

Employees' motivation is the driving force for the high performance. Organizations having motivated employees are very much committed to their work, innovative and creative. The existence of favorable working conditions, training and development of employees are the necessary conditions to motivate employees. Several studies revealed that there is direct relationship between employees' performance and motivation. Many organizations in Ethiopia, however, have very limited motivational schemes; as a result of these they do not provide quality services to their customers in particular and the public at large. There are also very limited studies conducted to study employees' motivation and its impact on organizational performance

Directors and Managers of the Agency are expected to be fully aware of the importance of motivation mechanisms. If they have limited understanding of the prevailing working conditions in the Agency and put great effort to motivate employees, it would be hard to meet the organizational goals. The type of motivational mechanisms to be put in place need to be organization specific as the workforce differs in its skill, attitude and knowledge. For instance, poorly motivated workers express themselves through detrimental behaviors such as absenteeism and high turnover. Creative workforce if not encouraged and would be de-motivated and their contribution towards meeting the objectives of the organization will be minimal. It is thus important that Directors and Managers of the Agency understand motivational theories and apply them in the workplace.

This study aims to examine the motivational schemes practices in the Agency and suggests possible recommendations that are instrumental to boost the performance of the employees. In addition, the findings of this study will shade light on similar organizations' motivational schemes and serves as a benchmark.

1.6. Definition of Terms

❖ **Employee Motivation:** is the process by which a person's efforts are energized, directed, and sustained toward attaining a goal." (Armstrong, Michael, 2002)

❖ **Employee satisfaction:** This refers to the positive or negative aspects of employee's altitude towards their jobs or some features of the job. (Carton, Robert B. Hofer, Charles W 2008)

❖ **Organizational Goals:** A concept, which refers to the focus of attention and decision-making among employees of a sub-unit (Pattanayak, Biswajeet 2005)

❖ **Performance:** It is an act of doing a job or activity which is executed by some one or groups to accomplish the given task. (Luthans, F 1981).

❖ **Employee attitudes:** Mental state of readiness for motive arousal. (Wilson, Thomas B. 2003)

❖ **Reliability Test:** is the degree to which an assessment tool produces stable and consistent results. (Alvesson, Mats, 2002)

1.7 Delimitation and Scope of the Study

This study on employees' motivation practices has been carried out in the Higher Education Relevance and Quality Agency in Ethiopia. Primary and secondary data are collected from representative respondents taken out of the total employees of the Agency. The data collection, analysis and write up of the project were done in a limited time. Consequently, wider analysis could not be accomplished. The study is delimited to the permanent employees of the Agency and excluded contract employees who are serving less than 1 year in the Agency. In addition, reluctance on the part of respondents to fill out and return questionnaires on time has been the major constraint for the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1.Theoretical Literature review

"A literature review can be defined as a systematic process with a view to identifying the existing body of knowledge on a particular topic" (Collis & Hussey, 2009) The aim of this literature review is to investigate, evaluate and clarify the literature that is available on the research areas of motivational theories and practices. The literature review chapter will outline the different thoughts and opinions on the areas above from various sources and outline the different theories in each of the research areas, as well as the author's own critique o f the different literature. This section will emphasize the role motivation plays with in the workplace and also how the theories of motivation have evolved over time with particular attention drawn to a number of theories. The first part of this chapter defines what motivation is and accounts for the different thoughts and opinions on motivation. Then the development of the theory of motivation will be discussed The next aim of this chapter is to discuss in detail the content and process theories of motivation, which will include various examples of each parts of theories and techniques. In addition, empirical literature of related previous studies and different theories along with conceptual frame work of the study would be discussed. Furthermore, this chapter deals with motivational theories, practices, instruments and strategies in depth. Finally, the importance of motivation in the business environment towards the organizational goal and achievement will be assessed.

2.1.1. The Concept of Motivation

Managers have to understand the needs & desires of their employees. On one hand they have to care for their employees by helping them achieve their objectives. On the other hand, they have to control their employees to make contribute to the accomplishment of organizational objectives. The success of a manager depends on the extent by which he/she succeeds in obtaining the commitment of his/her employees. For this managers need sound understanding of the different mechanism of employees' motivation.(John, Adair 2007)

In a globalized world where companies and organizations (Government or Non-government) compete for global market, managers and leaders are pressurized to produce quality services and products that meet clients' expectations and demands. For that managers need to understand

motivational theories and use these as an instrument to motivate the human capital to boost their performance.

The concept of motivation has been defined by Armstrong, Michael, (2002) as follows: "Motivation is the process by which a person's efforts are energized, directed, and sustained toward attaining a goal". This definition has three key elements Energy, Direction and Persistence. Energy is a measure of intensity, derive and vigor. A motivated person puts forth efforts and works hard. However, the quality of the effort must be considered as well as its intensity. High levels of effort don't necessarily lead to favorable job performance unless the effort is channeled in a direction that benefits the organization. Efforts that is directed toward, and consistent with, organizational goals are the kind of efforts that are desired from employees. Finally, motivation includes a persistence dimension, which means continues efforts to achieve organizational goals. Understanding employee Motivation is very important because there are employees sleepwalking through their work day, putting time but no energy or passion, in to their work.

2.1.2   Historical Development of Motivation

The study of motivation can be traced back to the writings of the philosophers of ancient Greek. They presented hedonism as an explanation of human motivation. The concept of hedonism says that person seeks out comfort and pleasure and avoids discomfort and pain. Hedonism is still a basic assumption in prevailing economic and social scientists. They explained motivation in terms of people trying to maximize pleasure and minimize pain. Human beings consciously and rationally strive for hedonistic pleasure and avoidance of pain. In the history of motivation, two concepts were introduced. Motivation was a product of drive and habit. The drive concept in particular was motivationally based; .i.e. drive was the energizing influence, which determined the intensity of behavior. The habit concept reflected the learning (behaviorist) influence. This incentive factor had cognitive properties and served as a forerunner of expectancy theory of motivation (Luthans, F 1981).

2.1.3. Motivation at Work

Work motivation as cited by Luthans, F (1981) is motive that arises from the inner state that energizes, activates or moves and directs an employee towards achievement of organizational goals. It uses some motivational processes and concepts with the basic motivational practices

except the area towards which it focuses. It is closely associated with organizational behavior or employees are the major resource in an organization, motivation at work is main purpose, search for ways of producing motivated and hence productive work force in the organization for achievement of set of objectives. A human being has very complex behavior and the human relation concept of moral turned out to be a very illusive concept. Thus, motivational approaches implicitly have dynamic nature in the development of management science through time. (http://www.valued based management.net/methods-veroom-expectancy-theory.com)

2.1.4. Early Theories of Motivation

According to Edwin loke (1960) the early theories of motivation are the result of new thinking over the traditional human relation approach. Here again the dynamic environmental and organizational variables gave rise to the emergency of new way of thinking and understanding about motivational techniques. Early theories of motivation include the hierarchy of needs theory, theory of X and Y and the motivation hygiene theory. These theories were formulated in 1950s and were new concepts in their own time.

A. Hierarchy of needs theory

Maslow's theory that there is a hierarchy of five human needs: Physiological, Safety, Social, Esteem, and Self actualization.

Physiological needs: A person's needs for food, drink, shelter, sexual satisfaction, and other physical needs.
Safety needs: A person's needs for security and protection from physical and emotional harm.
Social needs: A person's needs for affection, belongingness, acceptance, and friendship.
Esteem needs: A person's needs for internal factors such as self respect, autonomy, and achievement and external factors such as status, recognition and attention.
Self actualization needs: A person's needs to become what he or she is capable of becoming.

Theory X*:* The assumptions that employees dislike work, are lazy, avoid responsibility, and must be coerced to perform.

Theory Y: The assumptions that workers are creative, enjoy work, seek responsibility, and can exercise self direction. Mc Rigor's theory of X and Y is however not confirmed. Saunders et.al. (2009*).*

B. **Herzberg's two-factor theory of Motivation**

The basic assumption of Herzberg's theory is that motivation originates from the job itself, and not from other external characteristics, and that those factors leading to job satisfaction ('motivators') are separate and distinct from those leading to job dissatisfaction ('hygiene/maintenance' factors) Saunders et.al. (2009).

The hygiene factors, which may be equated with Maslow's lower order needs, are placed along a continuum, from a state of dissatisfaction, to no dissatisfaction. These factors involve circumstances surrounding the task which do not lead to job satisfaction, but prevent dissatisfaction, if maintained adequately. Examples of these maintenance factors include the level of supervision, job status, work circumstances, service conditions, remuneration and interpersonal relationships. Saunders et.al. (2009).

Motivators, on the other hand, have a direct positive effect on the work situation, and lead to improved productivity. They may be equated with Maslow's higher order needs, and are also placed along a continuum – from a highly motivated to a highly unmotivated state. Aspects of the job itself, e.g. level of recognition, pleasure of performance, increased responsibility, and opportunities for advancement and promotion, serve as motivators. Saunders et.al. (2009)

2.1.5. Contemporary theories of Motivation

The early theories of motivation have laid foundation for the creation and development of new and contemporary approaches. This does not mean that those early theories should be discarded. There are a number of contemporary theories that have one thing in common with the earlier. Each of the modern theories has a reasonable degree of valid supporting documentation. But the current approaches are contemporary theories not only because they are developed recently but also they represent, the current "state of the art" in explaining employee motivation. Some humanistic concerns served as transitions to the modern approaches towards work motivation.

A. **Equity Theory**

Equity theory of motivation is based on the assumption that individuals are motivated by a desire to be equitably treated at work. The individuals work in exchange for rewards from the organization and so that they compare their efforts and rewards with those of others in similar

work situations. Individuals assumes there is equity when the ratio of their input (efforts) to their output (rewards) is equivalent to the ratios of others employee. If not, then inequity exists. Equity theory recognizes that individuals are concerned not only with the absolute amount of reward they receive for their efforts, but also with the relationships of the amount to what others receive. When people receive imbalanced income- outcome ratio, tension will be created. This tension provides the basis for motivation, as people strive for what they perceive as equity and fairness. Equity theory raises the issue of methods for resolving inequity, which can cause problems with morale, turnover and absentees. (John, Aldair, 2007)

B. Goal Setting Theory

This theory specifies that specific and difficult goals lead to higher performance Intentions to work towards a goal is a major source of work motivation. That is goals tell an employee what needs to be done and how much effort will need to be expanded. Specific hard goals produce a higher level of output than does a generalized goal of "do your best." An individual's conscious goals and intentions are the primary determinants of behavior. Once a person starts something (e.g. a job, new project…), he/she pushes on until a goal is achieved. (Laure, Mullins. J 2007)

C. Skinner's reinforcement theory

Reinforcement is a basic term in operant conditioning. The term operant conditioning was introduced by B. F. Skinner to indicate that in his experimental paradigm the organism is free to operate on the environment. In this paradigm the experimenter cannot trigger the desirable response; the experimenter waits for the response to occur (to be emitted by the organism) and then a potential reinforce is delivered. In the classical conditioning paradigm the experimenter triggers (elicits) the desirable response by presenting a reflex eliciting stimulus, the Unconditional Stimulus (UCS), which he pairs (precedes) with a neutral stimulus, the Conditional Stimulus (CS).

Positive reinforcement: It occurs when a desirable event or stimulus is presented as a consequence of a behavior and the behavior increases. A positive reinforce is a stimulus event for which the animal will work in order to acquire it. Verbal and physical reward is very useful positive reinforcement.

Example: Whenever a rat presses a button, it gets a treat. If the rat starts pressing the button more often, the treat serves to positively reinforce this behavior.

Example: A father gives candy to his daughter when she picks up her toys. If the frequency of picking up the toys increases, the candy is a positive reinforce (to reinforce the behavior of cleaning up).

Example: A company enacts a rewards program in which employees earn prizes dependent on the number of items sold. The prizes the employees receive are the positive reinforcement if they increase sales.

Negative reinforcement: It occurs when the rate of a behavior increases because an aversive event or stimulus is removed or prevented from happening. A negative reinforce is a stimulus event for which an organism will work in order to terminate, to escape from, to postpone its occurrence. As opposed to positive reinforcement, verbal and physical punishment may apply in negative reinforcement.

Example: A child cleans his or her room, and this behavior is followed by the parent stopping "nagging" or asking the child repeatedly to do so. Here, the nagging serves to negatively reinforce the behavior of cleaning because the child wants to remove that aversive stimulus of nagging.

Example: A person puts ointment on a bug bite to soothe an itch. If the ointment works, the person will likely increase the usage of the ointment because it resulted in removing the itch, which is the negative reinforce.

Example: A company has a policy that if an employee completes their assigned work by Friday, they can have Saturday off. Working Saturday is the negative reinforce, the employee's productivity will be increased as they avoid experiencing the negative reinforce.

Reinforcement versus punishment

Rein forcers serve to increase behaviors whereas punishers serve to decrease behaviors; thus, positive rein forcers are stimuli that the subject will work to attain, and negative rein forcers are stimuli that the subject will work to be rid of or to end. Saunders et.al. (2009)

D. McClelland's theory of Needs

McClelland has proposed a theory of Motivation that focuses on the following three types of needs:

- **Need for achievement:** This is the drive to excel, to achieve in relation to a set standards, to strive to succeed.
- **Need for Power:** This is the need to wake others behave in the way that they would not have behaved otherwise
- **Need for affiliation:** This is the desire for friendly and close interpersonal relationships.

McClelland explains that when a need is strong in person, its effect is to motivate the person to use behavior that leads to its satisfaction. For example, having a high need of achievement encourages an individual to set challenging goals, to work hard to achieve the goals, and to use the skills and abilities needed to achieve them.

He extends his research and developed a set of factors that reflect high need for achievement are the person likes to take responsibility for solving problems; a person tends to set moderate achievement goals and inclined to take calculated risks. The person also desires feedback on performance. High achiever differentiate themselves from others by their desire to do things better. They are not gamblers and dislike succeeding by chance. Prefer challenge of working and accept the responsibility. A person with a high need of power concentrates on obtaining and exercising power and authority. He/she is concerned with influencing others and winning arguments. According to his/her research power has two dimensions either negative (to suppress and dominate others) of positive (to persuade and for inspirations behavior).

A person with a high need for affiliation is concerned about the quality of important personal relationship, and hence, social relationships take precedent over task accomplishment. McClelland's theory concludes that all these needs are learned from the environment. Since they are learned, behavior that rewarded tends to recur at a higher frequency. In a learning process, individual develop unique configurations of needs that affect behaviors and performance. Paul, H. et al, (2006)

E. Expectancy theory of Motivation

The expectancy model is based upon the belief that motivation is determined by the nature of the reward people expect to get as a result of their job performance. The underlying assumption is that man is a rational being and will try to maximize his perceived value of such rewards an individual will choose an alternative that would give him the most benefit. People are highly motivated if they believe that a certain type of behavior will lead to a certain type of outcome and their extent of personal preference for the type of outcome or the attractiveness of that outcome for the individual. (Armstrong, Michael, 2002)

2.1.6. Special Motivational Techniques

There are number of techniques and programs for applying the theories and concepts of motivation into organizational practice. Some of them are listed as follows.

A. **Redesigning jobs:** Many people go **to** work every day and go through the same, unenthusiastic actions to perform their jobs. These individuals often refer to this condition as burnout. But smart managers can do something to improve this condition before an employee becomes bored and loses motivation. The concept of job redesign, which requires knowledge of and concern for the human qualities people bring with them to the organization, applies motivational theories to the structure of work for improving productivity and satisfaction. When redesigning jobs, managers look at both job scope and job depth. Redesign attempts may include the following:

   I. **Job enlargement:** Often referred to as horizontal job loading. Job enlargement increases the variety of tasks a job includes. Although it doesn't increase the quality or the challenge of those tasks, job enlargement may reduce some of the monotony, and as an employee's boredom decreases, his or her work quality generally increases.

   II. **Job rotation:** This practice assigns people to different jobs or tasks to different people on a temporary basis. The idea is to add variety and to expose people to the dependence that one job has on other jobs. Job rotation can encourage higher levels of contributions and renew interest and enthusiasm. The organization benefits from a cross-trained workforce.

III. Job enrichment: Also called vertical job loading; this application includes not only an increased variety of tasks, but also provides an employee with more responsibility and authority. If the skills required to do the job are skills that match the jobholder's abilities, job enrichment may improve morale and performance.

IV. Job sharing or twinning: occurs when one full time job is split between two or more persons. Job sharing often involves each person working one half day, but it can also be done on weekly or monthly sharing arrangements. When jobs can be split and shared, organizations can benefit by employing talented people who would otherwise be unable to work full time. The qualified employee who is also a parent may not want to be in the office for a full day but may be willing to work a half-day. Although adjustment problems sometimes occur, the arrangement can be good for all concerned.

V. Participative Management: is a process where subordinates share significant degree of decision making power with their immediate supervisors. Ruling power is good for many reasons. First, when jobs have become more complex, managers may not know everything their employee do; and if they are allowed to participate those who know the most contribute for making better decisions. Second, participation increases commitment to decision. Third, it provides intrinsic reward for employees and can make their job interesting and meaningful. The most wildly used form of participative management is quality circles. It is a work group of employees who meet regularly to discuss their various issues and tasks for better product design and service in their quality circles. Employees of quality circle meet regularly to discuss their quality problems investigate cause, recommend solutions, and take corrective actions.

VI. Management by objectives (MBO): This is a program that encompasses specific goals, participative bet, for an explicit time period with feedback on goal progress, It emphasizes on converting overall organization objectives into specific objectives for organizational units and individual members so that it gives a specific personal performance objective. When individuals achieve their objectives, organizational objective becomes realize. The objectives in MBO are concise statements of expected accomplishment. The superiors and subordinate jointly choose the goals and agree on how they will be measured.

VII. Behavior Modification: This is a program where managers identify performance related employee behavior and then implement an intervention strategy to strengthen desirable behaviors and weaken undesirable behaviors. It represents the application of reinforcement theory to individuals in work setting. It has five steps:

- **Identification of performance related behavior:** Everything the employee does not equally important in terms of outcome, only significant behavior that have impact on his/her performance.

- **Develop some base line performance data**: This is the frequency of the behavior occurs at present time.

- **Perform functional analysis:** to identify behavioral contingencies or consequences of performance.

- **Develop intervention strategy:** to strengthen desirable & weak undesirable behavior. The elements of the strategy may have elements like performance reward linkage structure, process, and technology with the goal making high level of performance mole rewarding.

- **Measure:** evaluation of performance improvement.

VIII. Providing special motivational reward system

Managers often use rewards to reinforce employee behavior that they want to continue. A reward is a work outcome of positive value to the individual. Organizations are rich in rewards for people whose performance accomplishments help meet organizational objectives. To motivate behavior, the organization needs to provide an effective reward system. An effective reward system has four elements:

a. Rewards need to satisfy the basic needs of all employees.
b. Rewards need to be included in the system and be comparable to ones offered by a competitive organization in the same area.
c. Rewards need to be available to people in the same positions and be distributed fairly and equitably.

d. The overall reward system needs to be multifaceted. Because all people are different, managers must provide a range of rewards—pay, time off, recognition, or promotion. In addition, managers should provide several different ways to earn these rewards.

Furthermore, People may receive rewards in one of the following two ways:

- **Extrinsic rewards**: are externally administered. They are valued outcomes given to someone by another person, typically a supervisor or higher level manager. Common workplace examples are pay bonuses, promotions, time off, special assignments, office fixtures, awards, verbal praise, and so on. In all cases, the motivational stimulus of extrinsic rewards originates outside the individual.

- **Intrinsic rewards**: are self administered. Think of the "natural high" a person may experience after completing a job. That person feels good because he/she has a feeling of competency, personal development, and self- control over his/her work. In contrast to extrinsic rewards, the motivational stimulus of intrinsic rewards is internal and doesn't depend on the actions of other people.

All the above techniques or methods are contemporary approaches among different researchers to link theories to practice. But as mentioned previous, managers should act according to the culture and practice of their employee organization in applying motivational theories and concepts. The job of a manager in the work place is to get things done through employees. To do this the manager should be able to motivate employees by creating attractive work environment, of which the main is introducing contingently revised flexible guidelines for the organization. Motivation practices and theories are different subjects touching on several disciplines. Even though it is difficult to synthesize a large number of complex ideas into one simple guideline, distilled all motivation theories towards improving employee performances and satisfaction. Luthans 1981

Factors affecting employee motivation

The essential need of implementing employee motivation has been of concerned for the organizations. Because it has been proved that motivation is one of the deciding factors in work performance for the success or failure of an organization. To enhance understanding of employee

motivation managers must recognize the importance of employee motivation, its concepts, and difference in individual needs. Managers needs to be aware some of the following employees' motivational factors & the challenges in priorities of these factors over the pass of time.

- lack of proper incentive system
- Unfavorable working condition
- lack of employee participating in decision making process
- Absence of good relationship with managers
- lack of job security
- Absence of employee belongingness towards organizational goal
- Low payment of wage
- Absence of equal treatment between employees at work
- The existence of different salary scale between employees in the same organization
- Absence of proper appreciation to the employees
- Absence of management commitment (Jhon, Adair, 2007)

2.1.7. Systems and Strategies of Employee Motivation

Employee motivation and productivity can be enhanced and improved by creating a work environment that maximizes the factors that affect performance. These factors are simple to understand, easy to measure, and can add tremendous value to any organization that is willing to implement them. The following strategies are very helpful to employees who make them energized and inspired to produce the best results possible in the organization. (Grey, Ronny 2007)

A. Appreciation & Recognition

Luthans 1981 ford said, "The deepest desire in human nature is to be appreciated." It does not matter how much you pay someone, everyone wants to know that their efforts are being seen and appreciated, especially by their manager. Don't just send them a thank you e-mail - that just means you care enough to hit the "Enter" key. If you really want to thank someone buy them a real "Thank You" card and describe how their behavior and performance has added value to the team

and organization. Make it a point to catch people doing things right and they will inevitably do things right more often.

B. Feeling Involved in the Work Process

Research shows that when people get to participate in creating a system or process, they are much more likely to follow it than one simply imposed upon them by an outside expert. Recognize that the people doing the job have the knowledge of how things can be done better, faster, and cheaper. If you want them to tell you, then make it easy for them to offer suggestions and reward employees who contribute ideas that add value to the bottom line.

C. Achievement

Lovelance-elmore, 2001 once remarked, "It is amazing how willing men are to risk their lives for a little bit of tin and ribbon to wear upon their chest." Awards and prizes can serve as a great motivator to harness the power of healthy competition. It is always better to use rewards that are meaningful and inspiring. When an employee exceeds your expectations, then make sure you recognize their achievement. On the day someone retires, they will pack up these awards and prizes to serve as fond reminders of a wonderful career.

D. Job Security

If everybody had what it takes to be an entrepreneur, then there would be no General Electric or Toyota and we would all be buying products from artisans and craft workers. Thankfully, many people prefer to be part of a large organization and can be more productive when they get to focus on doing their job instead of worrying about developing a business plan or marketing strategy. Telling people that they are lucky to have a job creates an atmosphere of fear and worries that decreases job performance. Instead, tell your employees that the company is lucky to have such a skilled and committed workforce and people will take pride in their work and their company.

E. Increased Responsibility

We all know that some employees lack ambition and have no desire to advance on the job, but the vast majority of workers want a chance to take on more responsibility and add more value to the organization. Always be aware of opportunities for training that will equip your employees with

the skills and tools they will need to advance in their career. Always try to fill open positions with internal applicants before looking for an outside candidate. This will create a culture of career development and preserve institutional memory and organizational knowledge so that it can be transferred to rising employees as they advance in their own career.

F.   Good Wages

Robert Bosch, founder of the world's largest automobile parts supplier, said, "I do not pay good wages because I have a lot of money; I have a lot of money because I pay good wages." If you want motivated, high productive employees you have to pay such people according to their ability and performance. Good employees are motivated by more than just good wages, but never allow low wages to be the wedge a competitor can use to steal away your best people.

G.   Good Working Conditions

If you want to get the most out of people you need to create an environment that facilitates success. At the minimum, you must offer a safe, clean, and sanitary work site. To get the most out of employees, help them take pride in their workspace, even if it is only a cubicle or workstation. Allow people to personalize their own work sites with photos or small trinkets so they will feel like they have a place that belongs solely to them.

H.   Being Part of a Team

Being part of a dysfunctional team is an emotionally draining experience that results in low morale, low productivity, and high turnover. The great coach, Vince Lombardi, once remarked, "Individual commitment to a group effort that is what makes a team work, a company work, a society work, a civilization work." We are all social beings and we all want to be part of a healthy team where we can give and receive support, help, and encouragement. Organizations can harness this natural human desire by aligning employee efforts to achieve goals that are mutually beneficial to both the organization and its employees.

I.   Help with Personal Problems

How many times have you heard about a bad boss who told their employees to leave their problems at the door so they could focus on their job? Unfortunately, they probably left their

motivation and productivity at the door as well. Smart managers know that it is not their job to be a counselor or therapist, but it is there job to recognize when one of their employees is having personal problems that are affecting their job performance. They need to have open lines of honest communication so that employees can feel encouraged to ask for help and then be directed to their Human Resources Department or their Employee Assistance Programs.

2.1.8. The role of motivation in work performance

There is an old saying, "You can take a horse to the water but you cannot force it to drink; it will drink only if it's thirsty. This can be true for people too. They will do what they want to do or otherwise motivated to do. A worker's level of performance on his job is dependent both on his ability and on his motivation (the capacity to work and the will to work). Many researches reveal that, the effects of motivation on performance are dependent on the level of the ability of the worker, and the relationship of ability to performance is dependent on the motivation of the worker. The effects of ability and motivation on performance are not additive by interactive i.e. performance. More is to be gained from increasing the motivation of those who are high in ability than form increasing the motivation of those who are low is ability. Similarly, more is to be gained from increasing the ability of those who are highly motivated than increasing the ability of those who are relatively unmotivated. Financial motivations have the major role to reduce anxiety, to erase feelings of dissatisfaction and to increase the capability of satisfying human needs.

In a traditional system, people are paid according to the positions they hold, not the contributions they make. As organizations adopt approaches built upon teams, customer satisfaction, and empowerment, workers need to be paid differently. Many companies have already responded by designing numerous pay plans, designed by employee design teams, which base rewards on skill levels. Rewards demonstrate to employees that their behavior is appropriate and should be repeated. If employees don't feel that their work is valued, their motivation will decline. This will suggest that managerial efforts to obtain and develop persons with skill and ability and motivate these persons must proceed concurrently (Victor, 1989).

2.2. Empirical Literature

The researcher has assessed different types of motivational theories so far. The sole advantage of going through these theories and concepts is to develop a flexible and scientifically proved motivational practice in use. But, knowing and understanding the motivational theories is one thing while the application is another crucial issue worth considering. Hence, all managers are faced with the question of how to select one applicable theory among these theories requires close examination of the working conditions of the organizations and level of employees motivation and set goals of organizations as these prevailing conditions differ from organizations to organizations and employees to employees. Which theory is better and why? The answers for these questions reveal the difficulties encountered by managers through the application of these theories. It is evident that these theories are not all in competition with one another but many of them are complementary as noted by (Robbins, S.P. 2009).

2.2.1 Financial Compensation

(Griffin, R.W. 2002) carried out online study of 1913 full time employees & asked people to rank order 14 potential performance incentives in order of preference. These performance incentives included common extrinsic regards such as cash bonus, gift cards, award points of travel awards, as well as intrinsic regards such as having more freedom & autonomy at work, being able to choose interesting protects, and being assigned to mentor other employees. Surprisingly, cash bonus was listed as the most preferred incentive by three-out-of -four people (74%) surveyed Nine-out-of-ten (89%) listed cash bonuses within their top three preferences. However, the primary issues of the study investigated were whether cash bonuses really influenced employee attitudes, as well as other business out comes. The results showed that offering a cash bonus exclusively does it seems to make much impact motivation, despite the fact that cash bonuses are nearly everyone's preferred reward. While cash bonuses are the most preferred reward for three – out-of-four, in among the top, the rewards for nine –out-of-ten , those who only receive a cash bonus are just slightly more satisfied than those who get no reward at all.

Furthermore, offering excessively cash bonus only seems to have very little impact on Company performance, either in terms of increased customer service or increased profitability.

The above study have dealt with reward in organizations and its relationship with factor on employee motivation, employee performance and employee satisfaction. Overall the study shows reward to have a positive effect. However, different rewards seem to have a different impact on employee attitude, satisfaction and performance. These are mixed findings when it comes to individual rewards and their effect on performance.

2.2.2. Non financial compensation

Non financial compensation concentrates on the needs people have. These needs could be the need for achievement, responsibility, influence and personal growth. Most of non-financial compensation possibilities are intrinsic motivator. Intrinsic motivation arises from work itself (Walton, R 1985) workers feel satisfied and get feeling of success from work and that way are more motivated at work. Non financial compensation could also be for example flexible work hour, long lunch time, interesting projects, support appreciation, and time of extra vacation days or simply movie tickets, paid lunch or dinner. it is important for the employers to think carefully about the non financial options they provide. Non financial compensation is seen as the best way to motivate workers and increase job satisfaction.

2.2.3. Employee value

According to (Walton, R 1985) the amount of effort people willing to put in their work depends up on the degree to which they feel there motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something on the organization prevent them from attaining good outcomes.

2.2.4. Material incentives

Comparative studies have consequently demonstrated that public employees have different motives from private ones. In particular, they are more inclined to disregard extrinsic elements such as pay and monitory rewards and to value intrinsic job characteristics. Furthermore, empirical studies indicated that increase intrinsic motivators may even reduce the positive impacts of intrinsic factors on work motivation (Griffin, R.W. 2002).

2.2.5. Team relationship support

One of the most critical factors in the direct environment of public employee is colleagues and superiors (Sekaran, U 2003). In the same vein, recognition from colleagues and superiors has very strong motivational potential in the public center. Research suggests that management of public center should concentrate on promoting effective commitment of their employees to the organization. The second key factor of which must be considered is motivating public center employee relates to feed back. Feedback or telling employees how well they are promoting is an essential element for effective organizational functioning.

Feedback affects both employees' motivation and performance (Alderfer, C.P. 1972). found that adequate feedback has positive impacts on motivation. In general, effort goal setting, performance adjustment, improvement, and goal attainment, if public sectors make better effort to provide feedback particularly emphasizing the positive, they may begin to notice a higher level of motivation among their staff members.

The third factor research also supports the claim that employees more highly motivated when they have a clear understanding of their work goals and they feel they are attainable. (Griffin, R.W. 2002) conducted a study design to analysis employee work motivation and performance in the public sector. Public servants are more highly motivated by intrinsic rewards such as simple pleasure reserves from performing a job or the sense of satisfaction rather than receiving extrinsic rewards such as salary. Further research shows that public servants prefer the supporting work environment often found in public service setting are as well as stable duties and hours, which allow them to achieve a satisfactory work -family balance for themselves. HERQA is one of the public sector, therefore in order maintain a high level of motivation among employees; the researcher will consider this public service motivation theory.

2.3. Conceptual frame work of the study

In the above literature review motivation is defined as well as its historical development. Early theories on motivation are also reviewed for understanding of the concepts of motivation. Among these the hierarchy of needs theory, theory of X and Y and the motivation hygiene theory are closely examined to draw lessons as these theories were formulated in 1950s and were new concepts in their own time.

All the above techniques or methods are used by several researchers to link theories to practice. But as mentioned previously, managers should act according to the culture and practice of their employee organization in applying motivational theories and concepts. Motivation practices and theories are different subjects touching on several disciplines. Although it is difficult to synthesize a large number of complex ideas into one simple guideline, distilled all motivation theories towards improving employees' performances and organizational goal is mostly used practice. (Holford and Lovelance-elmore, 2001)

Individual employees have got their own needs and goals. Organizations too have got their goals and objectives and want employees to work towards the better achievement of organizational objectives. The extent to which the needs and goals of an individual and group of employees integrated or matches with the needs and goals of the organization determines the level of motivation. When proper managerial skills and the necessary resources are combined with the right motivational techniques, it improves employees' level of efficiency, maximize employees' productivity and finally leads to organizational achievement (Grey, Ronny 2007). Therefore, the following conceptual model has been adopted to assess how the application of proper motivational techniques has a great role towards the achievement of organizational goal.

```
┌─────────────────────┐      ┌─────────────────────┐      ┌─────────────────────┐
│ IDENTIFICATION OF   │ ⟹   │ APPLICATION OF      │ ⟹   │ IMPROVE             │
│ MOTIVATIONAL        │      │ PROPER              │      │ EMPLOYEES' LEVEL    │
│ SCHEMES             │      │ MOTIVATIONAL        │      │ OF EFFICIENCY       │
│                     │      │ TECHNIQUES          │      │                     │
└─────────────────────┘      └─────────────────────┘      └─────────────────────┘

        ┌─────────────────────┐      ┌─────────────────────┐
  ⟹    │ INCREASE            │ ⟹   │ ACHIEVEMENT OF      │
        │ PRODUCTIVITY/       │      │ ORGANIZATIONAL      │
        │ SERVICE             │      │ GOAL                │
        └─────────────────────┘      └─────────────────────┘
```

2.4. Identified Literature gaps

Based on the literature review it is revealed that no one has laid an intention to study specifically on investigation of motivation towards organizational goal in HERQA. For that reason this research work is going to concentrate on the assessment of motivational practice towards the achievement of the Agency's goal that will be helpful in order to fill gap and get an answer on

motivation challenges exist in HERQA. Different environment brings about difference in motivation practices, policies, guidelines existing in the organization. Many of researchers whom I went through their work conducted their study elsewhere in the world but my focus of study is in HERQA.

However, they did their study in the organizations which have different culture, attitude, norms and habits these factors might produce different result from one organization to another that is why I decided to conduct my study in HERQA in order to find these differences. Different time of study had done create a need to carry out another research. Because none of researchers I went through their study, conducted research of this type in the current years specifically the year 2018.

(Griffin, R.W. 2002) carried out online study of 1913 full time employees & asked people to rank order 14 potential performance incentives in order of preference. These performance incentives included common extrinsic regards such as cash bonus, gift cards, award points of travel awards, as well as intrinsic regards such as having more freedom & autonomy at work, being able to choose interesting protects, and being assigned to mentor other employees. Not surprisingly, cash bonus was listed as the most preferred incentive by three-out-of -four people (74%) surveyed Nine-out-of-ten (89%) listed cash bonuses within their top three preferences. However, the primary issues of the study investigated were whether cash bonuses really influenced employee attitudes, as well as other business out comes. The results showed that offering a cash bonus exclusively does it seems to make much impact motivation, despite the fact cash bonuses exclusively doesn't seem to make much impact motivation, despite the fact that cash bonuses are nearly everyone's preferred reward. While cash bonuses are the most preferred reward for three – out-of-four, in among the top, the rewards for nine –out-of-ten , those who only receive a cash bonus are just slightly more satisfied than those who get no reward at all.

The above empirical studies are relevant to this research work although there are shortcomings like small number of sample size example James R.Linder 2008 who conducted research in extension center and enterprise center used sample size of 25 0ut of 119 employees. Among all these studies no studies done in HERQA from that point drive me to take initiation to conduct research in HERQA.

CHAPER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

For the purpose of this study, the researcher has selected Higher Education Relevance and Quality Agency (HERQA) purposely with the idea to contribute in the area of quality education provision in Ethiopia. This study is aimed to survey the motivational schemes currently practiced at the Agency, the perception of employees on motivational practice of the Agency, determine the major factors that hinder motivational practices, and finally suggest possible recommendations.

The researcher was used descriptive research design. Descriptive researches are those study concerned with describing group of phenomena (Griffin, R.W. 2002). Since, the main objective of this research is to assess the employee motivational practice at HERQA and the researcher has deployed quantitative research approach. A quantitative research method is used to produce an accurate representation of persons, events or situations using descriptive statistics. SPSS has been used to estimate percentages, means, standard deviations from responses obtained through questionnaires distributed to respondents.

3.2. Population Size and Sampling Techniques

A general rule for researcher is to draw a sample of cases as few as they must and as many as they can but particularly for survey data sample of around 200 cases usually give 100 sufficient scope for analysis. However, mere size of the selection of sample is important. (Iqbal 2007). In this study, the researcher applied census population method and questionnaires are distributed to all employees who are working in the Agency. This makes the sampling a 100% total enumeration. Thus, a total of 81 questionnaires has been distributed to employees and asked to rate each statement on the questionnaire on a five-point scale ranging from 5 (strongly agree) to 1 (strongly disagree). In this study 84 percent of the total population (68 respondents) had replied to the given questionnaires.

3.3 Source of Data and Instruments of Data Collection

This study used both primary & secondary data. Primary data helps to collect the necessary information directly from respondents. On the hand secondary data has been gathered from various

books, management report, accreditation reports, quality audit reports, published guidelines, manuals, journals, publications & internet. The researcher has been used a questionnaires that have different items with regard to motivation schemes that are available or not, the perception of employees and identified factors that hinder employees' motivation were used to collect data in order to assess the motivational practice of the Agency. The questionnaire items were selected from similar studies (Osteraker, M.C. 1999:78) and from the practical experience of the author. Close-end questions have been used for gathering data directly from the employees.

3.4. Procedures of Data Collection

The central aim was set to assess the motivational practice of the Agency. Questionnaires have been developed with three different categories that were intended to identify the current motivational schemes, to assess the employees' perception and to identify the major factors that hinder the motivational practice of the Agency. Sample reliability test has been made before distributing the questionnaires to all employees. After confirming sample reliability test, the final questionnaires have been distributed to all employees of the Agency. The majority of the total population (68 respondents) had replied to the prepared questionnaires. In addition, secondary data has been gathered from various books, management report, accreditation reports, quality audit reports, published guidelines, manuals, journals, publications & internet.

3.5. Data Analysis Method

Statistical Package for Social Science (SPSS version 20.0) has been used to clean, sort and analyze the data collected from the survey. Different statistical techniques have been used for data analysis. Specifically, basic descriptive statistics (viz., frequency, percentages, mean, & standard deviation) were produced for different items. Mann-Whitney U test has been carried out to prove whether there exist underlying employees' perception differences. Any test scores observed from sampled data has been administered by using Cronbach's Alpha in order to evaluate the reliability of output data. Employees' responses have been analyzed through SPSS in order to test statistical inferences and make recommendations and conclusions.

3.6.Reliability and Validity of Instruments

3.6.1. Pilot Testing

To minimize the possibility of having any issues with the questionnaire, a pilot study was conducted to see if the respondents can understand and answer the question easily. (Saunders, 2009) 15 questions were distributed and responded without any ambiguity.

3.6.2. Reliability of the study

Set of questions designed to collect data from the respondents were tested for its reliability. Thus, sets of question items forming the scale of a measure of construct reliability (using Cronbach's alpha) was calculated. This test is crucial in measuring how well a set of variables or items measure a single, one dimensional latent construct. The alpha value greater than or equal to 0.7 implies satisfactory reliability of the items measuring the construct (dimension). The overall value of alpha computed from 36 question items which were peculiar for this particular study was based on Cronbach's Alpha on Standardized Items which is 0.87.

3.6.3. Validity of Measuring Instrument

Validity of the measuring instrument represents the degree to which the scale measures what is expected to measure. Assessment instruments must be valid for the study results to be credible (Rosnow & Rosenthal, 1996). So, different statistical techniques have been used for data analysis in order to produce basic descriptive statistics (frequencies, percentages, mean and standard deviation) and to test the statistical inference between the different groups of respondents. The results were interpreted against the theoretical background pertaining to the constructs around which the study revolved, and were referenced to the literature in different cases. Based on this analysis, the researcher has tried to evaluate the validity of assessment instruments and come up a possible recommendations and conclusions for this study.

3.7. Ethical consideration of the Research

Although codes, policies, and principals are very important and useful, like any set of rules, they do not cover every situation, they often conflict, and they require considerable interpretation

(Osteraker, M.C. 1999:91). It is therefore important for researchers to learn how to interpret, assess, and apply various research rules and how to make decisions and to act ethically in various situations. Therefore, the researcher has given special consideration to present report data, results, methods and procedures honestly. He also strives to maintain the research objectivity by avoiding bias in data analysis, data interpretation, personnel decisions, and to avoid or minimize bias or self-deception. In addition, intellectual property of the authors & confidentiality of the concerning parties and their materials have been protected.

CHAPTER FOUR

PRESENTATIONS AND DATA ANALYISIS OF DATA

In this chapter, demographic characteristics of the study population, respondents' level of agreement on the availability of motivational schemes, perception of respondents towards motivational practice of the Agency and major factors that hinder the implementation of motivational practices in the Agency will be analyzed and presented in order to answer the basic research questions and fulfill the purpose of this thesis.

4.1 Respondents response rate

For this study, Questionnaires have been distributed to all employees working at the Agency to rate each response on a five-point of Liker scale. Even though, the total numbers of employees who are working in the Agency were eighty one, 84 percent of the total population (68 employees) had replied to the given questionnaires. Table 4.1 depicts the respondents' response rate of this study.

Table 4.1. Respondents response rate of the Agency

Total population of the Study	Number of returned respondents	**Respondents response rate**
81	68	84%

4.2. Characteristics of the Study Population

The study was composed of 68 respondents (40 female and 28 male). The percentage of respondents who earned a monthly salary below 1000(one thousand) birr were 13.2 percent. Similarly the percentage of respondents whose salary was between 1000 and 2000, between 2001 and 3000 and between 3001 and 4000 were 10.3, 16.2 and 14.7 percent respectively. Nearly half (46 percent) of the respondents earned a monthly salary of above 4000 birr.

Table 4.2. Demographic characteristics of respondents in the Agency

Variable	Categories	Frequency	Percentage
Sex	Female	40	58.8
	Male	28	41.2
Your Current Salary	Below 1000 birr	9	13.2
	Between 1000 and 2000	7	10.3
	Between 2001 and 3000 birr	11	16.2
	Between 3001 and 4000 birr	10	14.7
	Above 4000	31	45.6
Level of Education	Below grade 8	10	14.7
	Between 8 and 12	14	20.6
	Technical and vocational	2	2.9
	College Diploma	12	17.6
	First Degree and above	30	44.1
Years of service in the agency	Below 2 years	17	25.0
	2 to 5 years	28	41.0
	6 to 10 years	20	29.0
	Above 10 years	3	5.0
Your work unit	Technical staff	17	25.0
	Support Staff	51	75.0
Are you a member of the management	Yes	12	17.6
	No	56	82.4

As it can be shown in table 4.2, close to half (44.1 percent) of the respondents' academic status was bachelor degree and above. Similarly, 20.6 percent and 17.6 percent of the respondents were between grade 8 and 12 and graduates of college diploma, respectively. The remaining 14.7 percent were below grade 8. The result of this study indicated that 41percent of the respondents have service year of two to five years. Besides, 29 percent, 25 percent and 5 percent of respondents had service year of 6 to 10 years, below two years and above 10 years, respectively.

The organization where the samples were taken was dominated by support staff. As it can be depicted in table 4.2, the percentage of technical staff and support staff in the organization were 25

percent and 75 percent, respectively. This assessment shows that for each technical staff, there is 3 support staff and in order to meet the core objective of the Agency the number of technical and support staff must be balanced.

4.3. Findings and Discussions of the Study

4.3.1. Analysis of respondents' level of agreement on the availability of motivational schemes in the Agency

Organizations use different types of motivational schemes for the sake of increased performance and achieve organizational objectives. One of the intentions of this research was to assess the availability of motivational schemes that are applied in the Agency. As it can be seen in table 4.3, respondents were asked about several question items regarding the types of motivational schemes in their institutions. About seven questions that are related to the availability of motivational schemes were identified and presented to respondents to assess their level of responses. It was found that their respond towards the above said issue differs through the course of question items. Table 4.3 depicts the range of responses of respondents for each question items.

The finding has shown that 53 percent and 52.9 percent of respondents felt "The agency presents clearly the details of different personnel policies and procedures (recruitment, promotion, disciplinary measures) to its staff members" and "the Agency's organizational sub-system are well integrated to one another", respectively.

The responses of respondents have shown that 30.9 percent and 35.3 percent of respondents were strongly disagree and disagree on the statement "*The agency has clear strategies of giving rewards to motivate employees*". Similarly, existence of special enforcement mechanisms meant for employees' motivation was one of the question items provided to the respondents. Accordingly 69.1 percent of the respondents felt that the Agency does not have special enforcement mechanism to motivate employees. In line with this 63.3 percent of the respondents agreed that the Agency does not have the appropriate salary scale within the Agency that creates a favorable atmosphere. The mean responses of this section (2.86) have shown that the respondents inclined to level of disagreement.

Table 4.3.1. Distribution of respondents on the availability of motivational schemes in the Agency

S/N	Question items	Percentage of					Mode	S/D
		SD	D	N	A	SA		
Q1	The agency has clear strategies of giving rewards to motivate employees	30.9	35.3	17.6	8.8	7.4	2.26	1.205
Q2	The agency presents clearly the details of different personnel policies and procedures (recruitment, promotion, disciplinary measures) to its staff members.	11.8	16.2	19.1	41.2	11.8	3.25	1.214
Q3	The Agency's organizational sub-system are well integrated to one another	5.9	22.1	19.1	39.7	13.2	3.32	1.139
Q4	The Agency has formulated and introduced specific goals to employees to produce higher level of output which is derived from generalized goal	2.9	23.5	29.4	33.8	10.3	3.25	1.028
Q5	The Agency treats all employees equally at work	10.3	23.5	19.1	32.4	14.7	3.18	1.245
Q6	The Agency has special enforcement mechanism to motivate employees	26.5	42.6	11.8	10.3	8.8	2.32	1.227
Q7	The Agency has the appropriate salary scale within the Agency that creates a favorable atmosphere	26.5	36.8	11.8	17.6	7.4	2.43	1.262

`**4.3.2. Analysis of perception of respondents towards motivational practice of the Agency**

Assessing the perception of respondents towards motivational practices of the Agency was formed by 17 question items (table 4.4). The minimum and maximum mean values (2.18 and 3.84) for this items implies that the that respondents perception inclined towards in disagreement with some question items such as Q1, Q3, and Q13; Agreement on some many of the question items such as for questions:, Q2, Q6, Q8, Q9, Q10, Q12, Q14and Q15. The respondents' perceptions have shown in neutral position for the remaining question items.

The majority of respondents (78% and 70%) agreed on the statement "*I am well aware of the Agency's comprehensive goals*" and *"The absence of motivational practices has great impact on the Agency's goal"* respectively. In addition, 64.7% of the respondents agreed that their immediate boss is good in communicating information. Similarly, (57.4 percent and 57.3 percent) of the respondents had the same rate of responses for questions "*It's enjoyable to go to work*" and *"I have the opportunity to make decisions in my job with accountability*" respectively. Nearly half (50 up to 54.40 percent) of respondents agreed that on questions of 6, 8, and 15.

On contrary, The responses of respondents have shown that 70.6 percent, 66.2 and 52.9 percent of respondents were disagree on the statement "*Employees will be a reward as a result of their job performance"*, *"My salary is fair while comparing to my job performance"* and *"Employees have common attitude towards the Agency's motivational policies and procedures"* respectively. The mean responses of this section (3.15) have shown that the respondents inclined to level of agreement.

Table 4.3.2. Distribution of respondents by their level of agreement on employees' perception of motivational practice in the Agency

S/N	Question items	Percentage of					Mode	S/D
		SD	D	N	A	SA		
Q1	Employees have common attitude towards the Agency's motivational policies and procedures	10.3	42.6	27.9	11.8	7.4	2.63	1.064
Q2	I am well aware of the Agency's comprehensive goals	1.5	7.4	13.2	55.9	22.1	3.9	0.883
Q3	Employees will be a reward as a result of their job performance	33.8	36.8	11.8	8.8	8.8	2.22	1.256
Q4	The Agency provides fair promotion opportunities	14.7	30.9	20.6	22.1	11.8	2.85	1.261
Q5	Promotions are based on performance and I have the possibility to be promoted in my work	7.4	32.4	17.6	33.8	8.8	3.04	1.152
Q6	I am satisfied with the working conditions	2.9	26.5	19.1	33.8	17.6	3.37	1.145
Q7	Employees' attitude towards the management is good	8.8	32.4	27.9	27.9	2.9	2.84	1.031

S/N	Question items	Percentage of					Mode	S/D
		SD	D	N	A	SA		
Q8	I like more challenging tasks at work	5.9	22.1	17.6	38.2	16.2	3.37	1.171
Q9	I have the opportunity to make decisions in my job with accountability	7.4	20.6	14.7	29.7	17.6	3.4	1.211
Q10	My boss is good in communicating information	4.4	16.2	14.7	41.2	23.5	3.63	1.145
Q11	The Agency values my service	11.8	20.6	25	32.4	10.3	3.09	1.194
Q12	It's enjoyable to go to work	7.4	16.2	19.1	41.2	16.2	3.43	1.163
Q13	My salary is fair while comparing to my job performance	36.8	29.4	16.2	14.7	2.9	2.18	1.171
Q14	The absence of motivational practices has great impact on the Agency's goal	7.4	13.2	8.8	29.4	41.2	3.84	1.3
Q15	Bonuses should be part of the Agency policy	16.2	17.6	16.2	16.2	33.8	3.34	1.502
Q16	My Boss recognizes the extra effort I put at work	8.8	17.6	29.4	32.4	11.8	3.21	1.140
Q17	I know how my success was measured	13.2	22.1	16.2	35.3	13.2	3.13	1.28

4.3. 3. Analysis of respondents on factors that hinder the implementation of motivational practices in the Agency

Factors that were assumed to affect motivational practices of Agency were assessed. For this purpose 12 question items were presented for the respondents to rate their responses. Accordingly, 72.1, 70.6 and 67.7 percent of respondents agreed the statement "*The existence of different salary payment between employees for the same job level/ position", "The existence of different salary scale in the Agency"* and *"Absence of management's commitment to implement motivational practice"* respectively were the major factors that hinder motivational practices of Agency.

Similarly 64.70 percent and 63.30 percent of respondents felt that "*Absence of appreciation to the employees at work"* and *"Lack of proper incentive system"* respectively were the other hindering factors to implement motivational practice.

In line with this, respondents had the same rate of responses (63.2 %) for the statement "*Lack of employee participating in decision making process"* and *"Low payment of wages"* respectively.

The mean value of responses (3.42) for most of the question items indicated that the position of respondents with regard to hindering factors was nearly to level of agreement state.

Table 4.3.3. Distribution of respondents by their level of responses on factors that hinder the implementation of motivational practices.

S/N	Question items	Percentage of					Mode	S/D
		SD	D	N	A	SA		
Q1	Lack of proper incentive system	5.9	16.2	14.7	26.5	36.8	3.72	1.28
Q2	Unfavorable working condition	10.3	27.9	20.6	29.4	11.8	3.04	1.215
Q3	Lack of employee participating in decision making process	2.9	14.7	19.1	45.6	17.6	3.6	1.039
Q4	Absence of good relationship with managers	10.3	25	17.6	36.8	10.3	3.12	1.204
Q5	Lack of job security	13.2	47.1	20.6	11.8	7.4	2.53	1.099
Q6	Absence of employee belongingness towards organizational goal	1.5	25	25	26.5	22.1	3.43	1.137
Q7	Low payment of wages	13.2	11.8	11.8	33.8	29.4	3.54	1.376
Q8	Absence of appreciation to the employees at work	7.4	17.6	10.3	55.9	8.8	3.41	1.109
Q9	Absence of equal treatment between employees at work	8.8	14.7	14.7	38.2	23.5	3.53	1.252
Q10	The existence of different salary scale in the Agency	8.8	11.8	8.8	39.7	30.9	3.72	1.268
Q11	The existence of different salary payment between employees for the same job level	10.3	11.8	5.9	39.7	32.4	3.72	1.314
Q12	Absence of management's commitment to implement motivational practice	7.4	8.8	16.2	47.1	20.6	3.65	1.13

4.3.4. Mann-Whitney test of respondents on Demographic variables

This study applied Mann-Whitney U test to see whether there exists statistical mean rank difference between two groups of work units. Sex, current salary, level of education, service year in the agency, membership in management was variables fitted for comparison. The Mann-Whitney test indicated that sex of respondents; current salary, years of service in the Agency and level of education were found to have significant association with the work unit in the agency.

The mean rank value for technical staff and support staff were 47 and 30.33, respectively. The p-value and associated Mann-Whitney value for this variable indicated that there exists statistical difference (at p<1%) between technical staff and support staff of the agency with regard to gender of the staffs. Similarly, the mean rank of current salary for technical and support staff were 50.65 and 29.12, respectively. In this regard, the p-value(0.001) and associated Man-Whitney test value(159) indicated that there exists statistical difference in current salary paid for the technical staff and support staff of the agency at p<1%.

Level of education between technical staff and support has shown statistically significant difference between the two groups. As it can be depicted from table 4.6, the p-value (0.001) and Mann-Whitney value(206.5) showed the educational level of the technical staff and support staff of the agency has shown statistically significant difference at p<1%.

Years of service in the Agency between technical staff and support has shown statistically significant difference between the two groups. As it can be depicted from table 4.6, the p-value (0.074) and Mann-Whitney value(314.5) showed the educational level of the technical staff and support staff of the agency has shown statistically significant difference at p<10%.

Table 4.3.4. Mann-Whitney test of respondents on Demographic variables

Demographic variables	Your work unit	N	Mean Rank	Sum of Ranks	Mann-Whitney U	P-Value
Sex	Technical staff	17	47.00	799	221	0.001***
	Support Staff	51	30.33	1547		
Your Current Salary	Technical staff	17	50.65	861	159	0.001***
	Support Staff	51	29.12	1485		
Level of Education	Technical staff	17	47.85	813.5	206.5	0.001***
	Support Staff	51	30.05	1532.5		
Years of service in the agency	Technical staff	17	41.50	705	314.5	0.074*
	Support Staff	51	32.17	1640.5		
Are you a member of the management	Technical staff	17	36.00	612	408	0.615
	Support Staff	51	34.00	1734		

*** represents level of significance at 1%

4.3.5. Mann-Whitney test of respondents' perception on the availability of motivational schemes in the Agency

Mann-Whitney test of respondents' perception towards the availability of motivational practices in the Agency was compared between technical staff and support staff of the agency. Seven question items which were related with perception of respondents on availability of motivational schemes in the agency was assessed. The perception of respondents on existence of clear strategies of giving rewards to motivate employees was found to be significant between technical staff and support staff of the agency. The mean rank of technical staff and support staff of the sample respondents were 26.88 and 37.04. The p-value (0.056) and associated Mann-Whitney value (304) indicated that the perception of the technical staff and support staff on existence of clear strategies giving rewards to motivate employees at $p<10\%$. Similarly, the perception of the two groups with regard to whether the agency's organizational sub-system are well integrated to one another. The mean rank of technical staff and support staff of the sample respondents were 27 and 37. The p-value (0.059) and associated Mann-Whitney value (306) indicted that the perception of the technical staff and support staff on Agency's organizational sub-system are well integration was statistically significant at $p< 10\%$. The remaining variables were non-significant (Table 4.7).

Table 4.3.5. Mann-Whitney test of respondents' perception on the availability of motivational schemes

Question items	Your work unit	N	Mean Rank	Sum of Ranks	Mann-Whitney U	P-Value
The agency has clear strategies of giving rewards to motivate employees	Technical staff	17	26.88	457	304	0.056*
	Support Staff	51	37.04	1889		
The agency presents clearly the details of different personnel policies and procedures (recruitment, promotion, disciplinary measures) to its staff members.	Technical staff	17	34.32	583.5	430.5	0.965
	Support Staff	51	34.56	1762.5		
The Agency's organizational sub-system are well integrated to one another	Technical staff	17	27	459	306	0.059*
	Support Staff	51	37	1887		

Question items	Your work unit	N	Mean Rank	Sum of Ranks	Mann-Whitney U	P-Value
The Agency has formulated and introduced specific goals to employees to produce higher level of output which is derived from generalized goal	Technical staff	17	32.79	557.5	404.5	0.669
	Support Staff	51	35.07	1788.5		
The Agency treats all employees equally at work	Technical staff	17	34.82	592	428	0.936
	Support Staff	51	34.39	1754		
The Agency has special enforcement mechanism to motivate employees	Technical staff	17	31.47	535	382	0.442
	Support Staff	51	35.51	1811		
The Agency has the same salary scale within the Agency that creates a favorable atmosphere	Technical staff	17	31	527	374	0.381
	Support Staff	51	35.67	1819		

* represents level of significance at 10%

4.3.6. (Mann-Whitney test of respondent on employees' perception of motivational practices in the Agency

Awareness on agency's comprehensive goals, performance based promotions, liking more challenging tasks in work, possibility of making decisions with accountability and awareness, bonus should be part of the Agency policy and how success was measured were variables where the technical staff and support staff has shown significant differences.

The mean score of technical staff and support staff on "I am well aware of the Agency's comprehensive goals" were 45.59 and 30.8, respectively. The Mann-Whitney value (245) and p-value (0.003) indicated that there exists statistical difference on "I am well aware of the Agency's comprehensive goals" between technical and support staffs of the agency at p<5%.

The mean rank of technical staff and support staff whether there is a possibility of promotion based on their performance were 24.76 and 37.75, respectively. The p-value (0.0015) and associated Mann-Whitney value (268) indicated that there exists statistical perception difference on how promotion was undertaken in the agency.

Liking of more challenging tasks was found to have statistical significant association with being technical staff and support staff. The mean rank for technical staff and support of sample respondents' revealed were 48.79 and 29.74, respectively. The p-value(0.001) and associated Mann-Whitney value(190.5) indicated that there is statistical difference in perception of respondents(technical staff and support staff) with regard to their preference of challenging works at p<1%.

Opportunity to make decision in my job with accountability in the agency was assessed between technical staff and support staff of the organization. The mean score value for technical staff and support staff were 44.06 and 31.31, respectively. The p-value and Mann-Whitney value for this variable (0.016 and 271, respectively) indicated that there is statistical perception difference between technical and support staff of the agency with regard to existence of opportunity to decide with accountability at p<5%.

The two group of work units (technical and support staff) perceptions were compared whether bonus should be part of the Agency policy. The mean rank of technical staff and support staff with regard to the above said aspects were 24.44 and 37.85, respectively. As usual, the p-value(0.013) and associated Mann-Whitney value(262.5), indicated that there is significant difference between the perception of technical staff and support staff with regard to bonus should be part of the Agency policy at p<5%.

Similarly, perception of knowing of their success was measured was found to be statistically significant at p<10% with The Mann-Whitney value of 315.5 and mean rank for technical staff and support staff were 27.56 and 36.81, respectively.

Table 4.3.6. (Mann-Whitney test of respondent on employees' perception of motivational practices in the Agency

Question items	Your work unit	N	Mean Rank	Sum of Ranks	Mann-Whitney U	P-Value
Employees have common attitude towards the Agency's motivational policies and procedures	Technical staff	17	35.5	603.5	416.5	0.799
	Support Staff	51	34.17	1742.5		
I am well aware of the Agency's comprehensive goals	Technical staff	17	45.59	775	245	0.003**
	Support Staff	51	30.8	1571		

Question items	Your work unit	N	Mean Rank	Sum of Ranks	Mann-Whitney U	P-Value
Employees will be a reward as a result of their job performance	Technical staff	17	31.21	530.5	377.5	0.405
	Support Staff	51	35.6	1815.5		
The Agency provides fair promotion opportunities	Technical staff	17	36.29	617	403	0.657
	Support Staff	51	33.9	1729		
Promotions are based on performance and I have the possibility to be promoted in my work	Technical staff	17	24.76	421	268	0.015**
	Support Staff	51	37.75	1925		
I am satisfied with the working conditions	Technical staff	17	29.35	499	346	0.199
	Support Staff	51	36.22	1847		
Employees' attitude towards the management is good	Technical staff	17	31.26	531.5	378.5	0.417
	Support Staff	51	35.58	1814.5		
I like more challenging tasks at work	Technical staff	17	48.79	829.5	190.5	0.001***
	Support Staff	51	29.74	1516.5		
I have the opportunity to make decisions in my job with accountability	Technical staff	17	44.06	749	271	0.016**
	Support Staff	51	31.31	1597		
My boss is good in communicating information	Technical staff	17	34.53	587	433	0.994
	Support Staff	51	34.49	1759		
The Agency values my service	Technical staff	17	34.38	584.5	431.5	0.977
	Support Staff	51	34.54	1761.5		
It's enjoyable to go to work	Technical staff	17	35.88	610	410	0.728
	Support Staff	51	34.04	1736		
My salary is fair while comparing to my job performance	Technical staff	17	39.76	676	344	0.186
	Support Staff	51	32.75	1670		
The absence of motivational practices has great impact on the Agency's goal	Technical staff	17	34.38	584.5	431.5	0.976
	Support Staff	51	34.54	1761.5		

Question items	Your work unit	N	Mean Rank	Sum of Ranks	Mann-Whitney U	P-Value
Bonuses should be part of the Agency policy	Technical staff	17	24.44	415.5	262.5	0.013***
	Support Staff	51	37.85	1930.5		
My Boss recognizes the extra effort I put at work	Technical staff	17	31.74	539.5	386.5	0.491
	Support Staff	51	35.42	1806.5		
I know how my success was measured	Technical staff	17	27.56	468.5	315.5	0.084*
	Support Staff	51	36.81	1877.5		

***, **and * represents level of significance at 1%, 5% and 10% , respectively

4.3.7. Mann-Whitney test of respondents' perception on factors that hinder the implementation of motivational practice of the Agency

Factors hindering motivational practices of the two working units (technical staff and support staff) were analyzed using Mann-Whitney test. Among the fitted variables was found to have only factors that has significant association is working with unfavorable condition. Mean rank values for unfavorable working condition for the two working unit groups (and support staff) which is 41.35   for technical staff and 32.22   for support staff indicated that there exists significant association(u=317 and p=0.089) between the work unit and unfavorable working condition at p<10%.

Table 4.3.7. Mann-Whitney test of respondents' perception on factors that hinder the implementation of motivational practice of the Agency

Question items	Your work unit	N	Mean Rank	Sum of Ranks	Mann-Whitney U	P-Value
Lack of proper incentive system	Technical staff	17	39.18	666	354	0.242
	Support Staff	51	32.94	1680		
Unfavorable working condition	Technical staff	17	41.35	703	317	0.089*
	Support Staff	51	32.22	1643		

Question items	Your work unit	N	Mean Rank	Sum of Ranks	Mann-Whitney U	P-Value
Lack of employee participating in decision making process	Technical staff	17	32.5	552.5	399.5	0.61
	Support Staff	51	35.17	1793.5		
Absence of good relationship with managers	Technical staff	17	35.79	608.5	411.5	0.746
	Support Staff	51	34.07	1737.5		
Lack of job security	Technical staff	17	29.68	504.5	351.5	0.216
	Support Staff	51	36.11	1841.5		
Absence of employee belongingness towards organizational goal	Technical staff	17	36.18	615	405	0.677
	Support Staff	51	33.94	1731		
Low payment of wages	Technical staff	17	36.12	614	406	0.686
	Support Staff	51	33.96	1732		
Absence of appreciation to the employees at work	Technical staff	17	36.32	617.5	402.5	0.627
	Support Staff	51	33.89	1728.5		
Absence of equal treatment between employees at work	Technical staff	17	32.97	560.5	407.5	0.702
	Support Staff	51	35.01	1785.5		
The existence of different salary scale in the Agency	Technical staff	17	30.21	513.5	360.5	0.277
	Support Staff	51	35.93	1832.5		
The existence of different salary payment between employees for the same job level/ position	Technical staff	17	33.15	563.5	410.5	0.731
	Support Staff	51	34.95	1782.5		

Question items	Your work unit	N	Mean Rank	Sum of Ranks	Mann-Whitney U	P-Value
Absence of management's commitment to implement motivational practice	Technical staff	17	40.21	683.5	336.5	0.143
	Support Staff	51	32.6	1662.50		

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Summary

The study was conducted to assess Employees' Motivational Practice in Higher Education Relevance & Quality Agency. The study included total of 68 respondents, which were categorized as technical staff and support staff. The research design is mainly quantitative and qualitative method. The descriptive statistics calculated for each questionnaire, namely sample size, percentage, mean and standard deviation, gave an overview of the interpretation of each sample on the various tests.

As it can be depict in table 2, the demographic population of the respondents with regard to work unit shows that the majority sample of the respondents has been highly dominated by the supporting staff (75%) of the population. In addition, the result of this study shows that 70 % of the respondents had more than two years service experience in the Agency. Furthermore, half percentages of the respondents have got above birr 3000 monthly salary and their academic status was above college Diploma.

With respect to the percentage analysis on the availability of motivational schemes, 7 questions were formulated. Nearly, half percentage of the respondents agreed that the Agency presents clearly details of different personnel policies and procedures and also the Agency's organizational sub-systems are well integrated. On contrary, 70 percent the respondents felt that the Agency does not have special enforcement mechanism to motivate employees. Similarly, more than 60 percent of the respondents were disagreed on the statement "*The agency has clear strategies of giving rewards to motivate employees*", and "*The Agency has appropriate salary scale within the Agency that creates a favorable atmosphere*". The mean responses of this section have shown that the respondents inclined to level of disagreement and neutral state.

The analysis of employees' perception towards the motivational practice of the Agency was assessed through 17 different questions. The majority of respondents (78% and 70%) agreed that the absence of motivational practices has great impact on the Agency's goal and employees had good knowledge about the Agency's comprehensive goals. Furthermore, 64.7% of the respondents

agreed that their immediate boss is good in communicating information. Similarly, (50 up to 57.3 percent) of the respondents had agreed on questions of 6, 8, 9, 12 and 15.

On contrary, The responses of respondents have shown that 70.6 percent, 66.2 and 52.9 percent of respondents were disagree on the statement "*Employees will be a reward as a result of their job performance*", "*My salary is fair while comparing to my job performance*" and "*Employees have common attitude towards the Agency's motivational policies and procedures*" respectively. The mean responses of this section have shown that the respondents inclined to level of agreement and neutral state.

Factors that were assumed to affect motivational practices of Agency were assessed through 12 question items and presented for the respondents to rate their responses. Accordingly, the majority of respondents agreed the statement "*The existence of different salary payment between employees for the same job level/ position*", "*The existence of different salary scale in the Agency*" and "*Absence of management's commitment to implement motivational practice*" respectively were the major factors that hinder motivational practices of Agency. Similarly 64.70%, 61.7% and 63.30 % of respondents felt that "*Absence of appreciation to the employees at work*", "*Lack of proper incentive system*" and "*Absence of equal treatment between employees at work*" respectively were the other hindering factors to implement motivational practice in the Agency.

In line with this, respondents had the same rate of responses (63.2 %) for the statement "*Lack of employee participating in decision making process*" and "*Low payment of wages*" respectively. The mean value of responses for most of the question items indicated that the position of respondents with regard to hindering factors was inclined to level of agreement and neutral state.

Mann-Whitney test of comparison was employed to compare the perception of technical staff and supporting staff on various issues in relation to the subject under study. Based on this comparison, demographic characteristics of respondents, availability of motivational schemes in the agency, perception of respondents towards motivational practices and factors hindering staff motivations were addressed by this research. Accordingly, the finding of this research revealed that out of total question items fitted to the Mann-Whitney test: Among demographic variables sex, current salary and level of education and years of service in the Agency were significant variables.

Among availability of motivational schemes, " *The agency has clear strategies of giving rewards to motivate employees*" and "*The Agency's organizational sub-system are well integrated to one*

another" among perception of motivational practices: *awareness on the agency's comprehensive goals, awareness on agency's comprehensive goals, reward as a result of their job performance , base of promotion, satisfaction in the work conditions, approaches to challenging works and opportunity to decide on own work with accountability, bonus as part of agency policy and know how success of measured* had significant association with being technical staff and support staff. Finally, among factors hindering motivational practices "*unfavorable working condition*" was the only hindering factor which had significant association with being technical staff and support staff in the agency.

5.2. Conclusions

This chapter intends to show the link between the findings and the theoretical work. Furthermore, the assessment of the reliability and validity of this research work will be presented in this chapter.

This researcher has attempted to examine and assess how the concept of employee motivation is understood and managed in the Higher Education Relevance & Quality Agency**.** This study was intended to address three basic categorized questions that consists a total of 36 different questions. Identifying the current motivational schemes currently applied, assessing the perception of employees' towards the motivational practice, and identifying factors that hinder the implementation of motivational practices of the Agency were the major issues addressed by this research. The researcher commenced his study by reviewing the relevant literature that was available via books, articles, journals and online resources. The researcher used descriptive research methods in attaining information to answer the basic research questions. Employees' responses have been analyzed through SPSS in order to sort out and analyze the collected data and also to test statistical inferences which are useful to make conclusions.

With respect to the percentage analysis on the availability of motivational schemes, the majority (70 %) of respondents were dissatisfied due to the absence of special enforcement mechanisms and absence of getting reward as a result of their job performance. Similarly, more than 60 percent of the respondents were disagreed that the agency has clear strategies of giving rewards to motivate employees and also has appropriate salary scale within that creates a favorable atmosphere in the Agency. Armstrong, Michael, 2002 stated that "*The Expectancy model is based upon the belief that motivation is determined by the nature of the reward people expect to get as a result of their job performance*". Therefore, unless the Agency develops clear strategy and special motivational

techniques that increase employee's motivation, it would be difficult to improve the employees' performance and also to achieve the organizational goal.

Based on the analysis of employees' perception towards the motivational practice of the Agency, the majority of respondents (70%) agreed that the absence of motivational practices has great impact on the Agency's goal. This analysis of finding is consistent with the concept of motivation that has been defined by Armstrong, Michael, (2002) as follows: "Motivation is the process by which a person's efforts are energized, directed, and sustained toward attaining a goal". Understanding employees' motivation is very important because there are employees sleepwalking through their work day, putting time but no energy or passion, in to their work.

Similarly, above (63%) respondents agreed that they have got unfair salary is while comparing to their job performance, there is low payment of wage and lack of proper incentive system in the Agency. Grey, Ronny 2007 said that, if you want motivated, high productive employees you have to pay such people according to their ability and performance. Good employees are motivated by more than just good wages, but never allow low wages to be the wedge a competitor can use to steal away your best people.

Factors that were assumed that affect motivational practices of Agency were assessed analyzed on this study. Accordingly, the majority of respondents have felt that the existence of different salary scale and different salary payment for the same job level were the main factors that hinder the implementation of motivational practice in the Agency. According to (John, Aldair, 2007) statement "Equity theory of motivation is based on the assumption that individuals are motivated by a desire to be equitably treated at work. If employees perceive that there is inequity of individuals, tension will be created and this tension can cause problems on employees' morale, turnover and absentees". Similarly, a significant number of the respondents (68%) felt that the Agency's management does not have serious commitment to implement motivational practice.

Furthermore, (64.70%) of respondents felt that Absence of appreciation to the employees at work was the other hindering factor to implement motivational practice in the Agency. In line with this, respondents had the same rate of responses (63%) for the statement "*Lack of employee participating in decision making process" and "Absence of equal treatment between employees at work" respectively.* Luthans 1981 said that, "The deepest desire in human nature is to be

appreciated." It does not matter how much you pay someone, everyone wants to know that their efforts are being seen and appreciated, especially by their manager. In addition, Saunders et.al. (2009) also revealed that sharing of decision making power to their subordinates, could provide intrinsic reward for employees and can make their job interesting and meaningful. These approaches could help to manage employees and to do efficiently and they will inevitably do things right more often.

Based on the analysis of Mann-Whitney, Perception on existence of clear strategies in the agency and organizational sub-system integration to one another has been significantly different among technical staff and support staff of the agency. Similarly, Awareness on agency's comprehensive goals and the possibility of promotion based on their performance were significantly different between technical staffs and support staffs of the organization.

An opportunity to make decisions and liking more challenging task at work were statistically different between technical staffs and support staffs of the agency. In addition, there exists statistical difference between technical staff and support staff of the agency with regard to bonuses should be part of the Agency policy and awareness how success was measured. Finally, it would be interesting if further research with a much larger sample size could be undertaken to confirm either fully or partly the findings of this study.

5.3. Recommendations

In this chapter, the overall conclusion of the research is presented. The primary objective of this thesis was to conduct the assessment of employees' motivational practice in Higher Education Relevance and Quality Agency. The researcher has developed a survey questionnaire which is related to the basic research of this study. Analysis has been made through different statistical techniques and interpreted based on the output data of this study.

According to the percentage analysis on the availability of motivational schemes, the majority (70 percent) of respondents were dissatisfied due to the absence of special enforcement mechanisms and absence of getting reward as a result of their job performance. Similarly, more than 60 percent of the respondents were disagreed on the statement *"The agency has clear strategies of giving rewards to motivate employees"* and *"The Agency has appropriate salary scale within that creates a favorable atmosphere in the Agency"*. So, the agency has to develop clear strategy and special

motivation techniques to improve the employees' performance and also to achieve the organizational goal.

Based on the analysis of employees' perception towards the motivational practice of the Agency, the majority of respondents (70%) agreed that the absence of motivational practices has great impact on the Agency's goal. Similarly, above (63%) respondents agreed that they have got unfair salary is while comparing to their job performance, there is low payment of wage and lack of proper incentive system in the Agency. The Agency has to give special consideration to apply proper motivational schemes and has to revise employees' salary payment according to their ability and performance.

Factors that were assumed that affect motivational practices of Agency were assessed analyzed on this study. The majority of respondents have felt that the existence of different salary scale and different salary payment for the same job level were the main factors that hinder the implementation of motivational practice in the Agency. The Agency has to study the existing salary scale properly in order to avoid inequity and dissatisfaction of employees on their job.

In line with this, respondents had the same rate of responses (63%) for the statement "*Lack of employee participating in decision making process*" and *"Absence of equal treatment between employees at work"* respectively. In addition, (64.70%) of respondents felt that absence of appreciation to the employees at work was the other hindering factor to implement motivational practice in the Agency. Therefore, the Agency' managers should have to give special attention to appreciate their employees at work. In addition the Agency has to treat all employees equally and has to give the opportunity to make decision in the work process.

According to Mann-Whitney U- test, Perception on existence of clear strategies giving rewards in the agency has been significantly different among technical staff and support staff of the agency. Thus, the agency need to identify knowledge gap of its employee and clearly identify which department lacks what and work on awareness creation of its staff in the form of trainings, workshops and various similar media to bring both work units on board.

Perception on agency's organizational sub-system integration to one another has shown significant association between technical and support staffs in the agency. Awareness creation and other related activities should be designed to bring both groups on board.

Awareness on agency's comprehensive goals was significantly different between technical staffs and support staffs of the organization. The agency needs to devise actions that could help both work units have comparable level of awareness. The agency needs also device capacity building schemes of all staff (particularly for support staff) to enable them exert effort to achieve institutional goal.

There exists statistical difference between technical staff and support staff of the agency with regard to the possibility of promotion based on their performance. The agency needs to revise the existing promotion rules and regulations by consulting the concerning bodies in order to motivate and build employees' confidence. Besides, awareness training efforts for the work units would have paramount importance to motivate staffs and exert efforts to be promoted which is based on one's merit.

An opportunity to make decisions was statistically different between technical staffs and support staffs of the agency. In this regard, in-depth study regarding the pertaining issue needs to be designed and applied by the agency. Besides, the staff needs to participate in decision making process in the agency.

There exists statistical difference between technical staff and support staff of the agency with regard to bonuses should be part of the Agency policy. The Agency should have to study how to provide a bonus program based on their performance and best achievement in order to create fair competition among employees. Awareness how success was measured had significant association with being technical and support staff. The agency should arrange awareness creation sessions to let the groups know how their success is measured.

Finally I believe the results of this study and those presented and discussed in this thesis could be useful in helping the Agency and to determine what motivates employees or job-related motivational preferences of their employees today and in the foreseeable future. Due to the scope and limitation of the study, the researcher suggests that further research should be done in order to extrapolate in various similar agencies and institutions.

REFERENCES

Akah, William(2010). <u>Employee motivation and performance</u>. Unpublished Master thesis, Douala-Cameroon, Ultimate Companion Limited.

Alderfer, C.P. (1972). <u>Existence, Relatedness and Growth: Human Needs In Organisational Settings</u>. New York: Free Press.

Alvesson, Mats (2002).<u>Understanding organizational culture</u>. Delhi: Vikas Publishing House Pvt.Ltd.

Andersen, Bjørn, Fagerhaug, Tom (2002). <u>Performance measurement explained: de-signing and implementing state-of the art system</u>. Published by American Society for Quality, Inc.

Armstrong, Michael (2002). <u>Employee reward 3rd edition</u>. USA: Cromwell Press.

Carton, Robert B, Hofer, Charles W (2008). <u>Measuring Organizational Performance: Metrics for Entrepreneurship.</u> Edward Elgar Publishing Limited.

Collis, J. and Hussey, R. (2009)**.** <u>Business Research: A Practical Guide for Undergraduate & Postgraduate Students.</u> Hampshire: Palgrave Macmillan.

Daft Richard. L (2009). <u>Organization theory and design engage Learning</u>. New Delhi: McGraw-Hill. Co. Ltd.

Edwin loke (1960). <u>Goal setting theory of motivation 4thedition</u>. New Delhi: Prentice-Hall of India Pvt. Ltd.

Gay, Ronny (2007). <u>The EVA Model as a Tool for Performance Measurement</u>. GRIN Velar, Inc.

Griffin, R.W. (2002). <u>Management</u>. Dallas: Houghton Mifflin Company.

Heckhausen, H. Schmalt, H.D. and Schneider, K. (1985). <u>Achievement Motivation in Perspective</u>. New York: Academic Press

ₗHuczynski, A. & Buchanon, D. (2001). <u>Organisational Behaviour</u>: An Introductory Test. Harlow:

Prentice Hall.

Holford and lovelance-elmore (2001). <u>Vroom's Expectancy theory 5th ed</u>. Michigan: Thomson printing company

Higher Education Relevance and Quality Agency (2003) establishment proclamation number 351/2003

Higher Education Relevance and Quality Agency (2009). Establishment proclamation number

    650/2009 (later amended)

Higher Education Relevance and Quality Agency's (2017). Monthly employees' evaluation

    reports (2012-2017).

Higher Education Relevance and Quality Agency's (2017). Quality Audit report. (2012-2017).

John, Adair (2007). Leadership and Motivation. New Delhi: Kogan Page Publishers, Inc.

Jhon Ivancevich, M. and Robert Konopaske (2012). Human Resource management 12th edition.
    New Delhi: McGraw-Hill. Co. Ltd.

Luthans, F. (1981). Organizational behavior 3th edition. New Delhi: McGraw - Hill. Co. Ltd.

Laurie, Mullins. J.(2007). Management and Organizational Behavior. Practice Hall, Inc.

Opsahl and Dinette, (2006). Motivation and organizational climate2nd edition. Michigan:

    Thomson printing company

Osteraker, M.C. (1999). Measuring motivation in a learning organisation. Journal of Workplace

    Learning, Florida: R. Krieg's Publication Co. Ltd.

Pattanayak, Biswajeet (2005). Human Resource Management 3rd edition. PHI Learning Pvt. Ltd.

Petri, H.L & Govern, J.M (2004). Motivation: Theory, Research and Application.

    Wadsworth/Thomson, Inc.

Paul, H. et al, (2006). Management of Organizational behavior. (8th ed.). New Delhi:

    Prentice-Hall of India Pvt. Ltd.

Robbins, S.P. (2009). Organisational Behaviour: Global and Southern African Perspectives. Cape
    Town: Pearson Education Ltd.

Robertson, I.T. Smith, M. and Cooper, D. (1992). Motivation. London: Institute of Motivation

Rosnow, R.L. & Rosenthal, R. (1996). Beginning behavioural research – A conceptual primer (2nd
    edition). Englewood Cliffs, New Jersey: Prentice Hall.

Ryan, R M & Deci, E L (2000). Intrinsic and Extrinsic Motivations Classic Definitions and New
    Directions. Contemporary Educational Psychology P 25, 54 -6 7

Saunders et.al. (2009). <u>Research Methods for Business Students</u>. Harlow Pearson Education
Limited

Sekaran, U (2003). <u>Research Methods for Business - A Skill Building Approach</u>. New York John
Wiley & Sons

Tomngton, D Hall, L and Taylor, S (2008). <u>Human Resource Management</u>. Harlow Pearson
Education Limited

Victor, V. (1989). <u>Work and motivation 1st edition</u>. Florida: R. Krieg's Publication Co. Ltd.

Walton, R (1985). <u>Human Resource Management Trends and Challenges.</u> Boston Harvard
Business School

Wilson, Thomas B. (2003). <u>Innovative reward systems for the changing work place.</u> McGraw-
Hill, Inc.

Harvard style

Reliability statistics on the availability of motivational schemes in the Agency

	Cronbach's Alpha	Mean Cronbach's Alpha
The agency has clear strategies of giving rewards to motivate employees	0.785	
The agency presents clearly the details of different personnel policies and procedures (recruitment, promotion, disciplinary measures) to is staff members.	0.814	
The Agency's organizational sub-system are well integrated to one another	0.781	
The Agency has formulated and introduced specific goals to employees to produce higher level of output which is derived from generalized goal	0.805	0.815
The Agency treats all employees equally at work	0.774	
The Agency has special enforcement mechanism to motivate employees	0.774	
The Agency has the same salary scale within the Agency that creates a favorable atmosphere	0.796	

APPENDIX: B

Reliability statistics of employees' perception towards the implementation of motivational schemes in the Agency

	Cronbach's Alpha if	Mean Cronbach's Alpha
Employees have common attitude towards the Agency's motivational policies and procedures	.758	
I am well aware of the Agency's comprehensive goals	.776	
Employees will be a reward as a result of their job performance	.748	
The Agency provides fair promotion opportunities	.747	
Promotions are based on performance and I have the possibility to be promoted in my work	.756	
I am satisfied with the working conditions	.765	
Employees' attitude towards the management is good	.757	
I like more challenging tasks at work	.766	
I have the opportunity to make decisions in my job with accountability	.766	0.775
My boss is good in communicating information	.752	
The Agency values my service	.750	
It's enjoyable to go to work	.772	
My salary is fair while comparing to my job performance	.765	
The absence of motivational practices has great impact on the Agency's goal	.796	
Bonuses should be part of the Agency policy	.796	
My Boss recognizes the extra effort I put at work	.760	
I know how my success was measured	.753	

APPENDIX: C

Reliability statistics on factors that hinder the implementation of motivational practices in the Agency.

	Cronbach's Alpha	
Lack of proper incentive system	.909	
Unfavorable working condition	.914	
Lack of employee participating in decision making process	.906	
Absence of good relationship with managers	.907	
Lack of job security	.917	
Absence of employee belongingness towards organizational goal	.914	
Low payment of wages	.906	0.915
Absence of appreciation to the employees at work	.906	
Absence of equal treatment between employees at work	.905	
The existence of different salary scale in the Agency	.904	
The existence of different salary payment between employees for the same job level/ position	.905	
Absence of management's commitment to implement motivational practice	.905	

APPENDIX: D

Questionnaire to assess the motivational practice in Higher Education Relevance & Quality Agency.(HERQA)

Dear Respondent,

This is a questionnaire designed to elicit information to assess motivational practices in HERQA in partial fulfillment for the award of Masters Degree in Business Administration. Your honest and genuine response is, therefore, very important. The information provided by you will be strictly confidential. There is no need for you to write your name on the questionnaire. I request you to kindly cooperate and respond to each item.

Thank you for your cooperation

General Instruction

I. Please read each item in this questionnaire carefully and put a tick mark against the option(s) you find appropriate in the columns at the right side of each page item.

II. Where extended response is demanded, please write it up in the space provided.

A) General Information

1. Please provide information about yourself in this section

   1.1. Your current position …………………………………..

   1.2. Sex: Female ☐   Male ☐

2. Your current Salary

   2.1. Below 1000 birr ☐   2.2. Between 1000 and 2000 birr ☐

   2.3. Between 2001 and 3000 birr ☐   2.4. Between 3001 and 4000 birr ☐

   2.5 Above 4000 Birr ☐

3. Level of Education

   3.1. Below grade 8 ☐   3.2. Between 8 and 12 ☐

   3.3. Technical and Vocational ☐   3.4. College Diploma ☐

   3.5 First Degree and above

4. Years of service in the Agency

   4.1. Below 2 years ☐   4.2. 2 to 5 years ☐

   4.3 6 to 10 years ☐   4.4. Above 10 years ☐

5. Your work unit

   5.1. Technical ☐   5.2. Support staff ☐

6. Are you a member of the management?

   6.1. Yes ☐   6.2. No ☐

B) Please put a tick (✓) items with regard to motivation schemes that are available in the Agency or not and also to assess the perception of employees on the practice of motivation used by the Agency given below.

No	Item	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)
1	The Agency has clear strategies of giving rewards to motivate employees					
2	The Agency presents clearly the details of different personnel policies and procedures (recruitment, promotion, disciplinary measures) to its staff members.					
3	The Agency's organizational sub-systems are well integrated to one other.					
4	The Agency has formulated and introduced specific goals to employees to produce higher level of output which is derived from generalized goal.					
5	The Agency treats all employees equally at work					
6	The Agency has special enforcement mechanisms to motivate employees. [1]					
7	The Agency has the same salary scale within the Agency that creates a favorable atmosphere					
8	Employees have common attitudes towards the Agency's motivational policies and procedures					
9	I am well aware of the Agency's comprehensive goals					
10	Employees will get a reward as a result of their job performance.					
11	The Agency provides fair promotion opportunities					
12	Promotions are based on performance and I have the possibility to be promoted in my work					
13	I am satisfied with the working conditions					

No	Item	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree(2)	Strongly disagree (1)
14	Employees' attitude towards the management is good.					
15	I like more challenging tasks at work					
16	I have the opportunity to make decisions in my job with accountability.					
17	My boss is good in communicating information					
18	The Agency values my service					
19	It's enjoyable to go to work					
20	My salary is fair while comparing to my job performance					
21	The absence of motivational practice has great impact on the Agency's goal					
22	Bonuses should be part of the Agency policy					
23	My boss recognizes the extra effort I put at work					
24	I know how my success was measured					

*1 (Reinforcement mechanism means a kind of technique that stimulate employees' motivation and increase their performance. For example: Providing Professional enrichment, Recognizing achievements, Providing different incentive programs, like earn prizes, bonus, holiday gifts etc, Regular survey of employees satisfaction)

C) Please put a tick mark (✓) against the factors given below that hinders the implementation of motivational practice in the Agency.

No	Item	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree(2)	Strongly disagree (1)
1	Lack of proper incentive system					
2	Unfavorable working condition					
3	Lack of employee participating in decision making process					
4	Absence of good relationship with managers					
5	Lack of job security					
6	Absence of employee belongingness towards organizational goal					
7	Low payment of wage					
8	Absence of appreciation to the employees					
9	Absence of equal treatment between employees at work					
10	The existence of different salary scale in the Agency					
11	The existence of different salary payment between employees for the same job level/position/					
12	Absence of management's commitment to implement motivational practice					

D. please give your opinion for the following open end questions

1. According to your observation what motivational scheme should be included /provided/ by the Agency?

2.what measures should be taken by HERQA to motivate its employees?

3. If you have any suggestion please specify here.

በከፍተኛ ትምህርት አግባብነትና ጥራት ኤጀንሲ ውስጥ የሚካሄደውን የሰራተኞች ማበረታቻ ትግበራ በተመለከተ መረጃ ለመሰብሰብ የተዘጋጀ መጠይቅ ነው

ይህ መጠይቅ በኤጀንሲው ውስጥ የሚከናወነውን የሰራተኞች ማበረታቻ ትግበራ በተመለከተ በቢዝነስ አድሚኒስትሬሽን የትምህርት ዘርፍ ለማስተርስ ዲግሪ የጥናት ፅሑፌ የሚረዱ መረጃዎችን ለማሰባሰብ ይረዳኛ ዘንድ ታስቦ የተዘጋጀ ነው፣ የእርስዎ ሐቀኛና ትክክለኛ ምላሽ ለጥናቱ እጅግ ጠቃሚ መሆኑንና የሚሰጡትም መረጃ ሚስጥሩ የተጠበቀ መሆኑን ለመግለፅ እወዳለሁ፣ በመጠይቁ ላይ ስምዎን መፃፍ የማያስፈልግ ሲሆን ለእያንዳንዱ ጥያቄ ተገቢውን መረጃና ምላሽ በመስጠት እንዲተባበሩኝ በትህትና እጠይቃለሁ፣

ስለትብብርዎ አመሰግናለሁ

አጠቃላይ መመሪያ

I. እባክዎ እያንዳንዱን ጥያቄ በጥንቃቄ አንብበው በመጠይቁ በስተቀኝ በኩል ካሉት አማራጭ ኮለሞች ውስጥ የእርስዎን ምላሽ በተመለከተ የ (✓) ምልክት በማድረግ ይመልሱ፣

II. ተጨማሪ መረጃ መስጠት ቢያስፈልግዎ በተዘጋጀልዎ ክፍት ቦታ ማስፈር ይችላሉ፣

ሀ. አጠቃላይ መረጃ

1. እባክዎ ስለራስዎ የሚገልጹበትን መረጃ ከዚህ በታች በተመለከተው ክፍል እንዲያሰፍሩ እጠይቃለሁ፣
   1.1. የእርስዎ የስራ መደብ መጠሪያ _____
   1.2. *ፆታ፣ ሴት* ☐   *ወንድ* ☐

2. የእርስዎ የወር ደመወዝ መጠን፣
   2.1. ከ1000 ብር በታች ☐   2.3. ከ1000 እስከ 2000 ብር ☐
   2.2. ከ2001 እስከ 3000 ብር ☐   2.4. ከ3001 እስከ 4000 ብር ☐
   2.5. ከ4001 ብር በላይ ☐

3. የትምህርት ደረጃ፣
   3.1. ከ8ኛ ክፍል በታች ☐   3.3. የቴክኒክና ሙያ ትምህርት ☐
   3.2. ከ 8ኛ እስከ 12ኛ ክፍል ☐   3.4. የኮሌጅ ዲፕሎማ ☐
   3.5. የመጀመሪያ ዲግሪና ከዚያ በላይ ☐

4. በኤጀንሲው ያገለገሉበት ዘመን፣
   4.1. ከ2 አመት በታች ☐   4.2. ከ 2 እስከ 5 አመት ☐
   4.3. ከ 5 እስከ 10 አመት ☐   4.4. ከ10 አመት በላይ ☐

5. እርስዎ የሚሰሩበት የስራ ዘርፍ፣
   5.1. ቴክኒካል የስራ ዘርፍ ☐   5.2. ድጋፍ ሰጪ የስራ ዘርፍ ☐

6. እርስዎ የማኔጅመንት አባል ነዎት ወይ?
   6.1. *አዎ* ☐   6.2. *አይደለሁም* ☐

ለ. እባክዎ ኤጀንሲው ሰራተኞቹን ለማበረታታት የሚከተላቸውን ዘዴዎች/አሰራሮች/ መኖሩንና አለመኖሩን እንዲሁም ኤጀንሲው በሚያካሂደው የማበረታቻ ትግበራ ዙሪያ የሰራተኞቹን አመለካከት በተመለከተ ከዚህ በታች በተቀመጡት አማራጮች ትይዩ የ(✓) ምልክት በማድረግ መርጃ እንዲሰጡ እጠይቃለሁ፣

ተ. ቁ	መጠይቆች	በጣም እስማማ ለሁ(5)	እስማማ ለሁ(4)	አስተያ የት የለኝም(3)	አልስ ማማ ም(2)	በጣም አልስማ ማም(1)
1	ኤጀንሲው ለሰራተኞቹ የማበረታታ ሽልማት የሚሰጥበት ግልፅ የሆነ ስትራቴጂ አለው					
2	ኤጀንሲው ግልጽ የሆነና በዝርዝር የተዘጋጁ የተለያዩ ፖሊሲዎች፣የአሰራር ፕሮሲጀሮች(የምልመላ፣የዕድገትና የዲሲፕሊን እርምጃዎች) በተመለከተ ለሰራተኞቹ ያቀርባል					
3	በኤጀንሲው ውስጥ የሚገኙ ሁሉም የስራ የተለያዩ ስራ ክፍሎች በሚገባ እንዱ ከሌላቸው ተቀናጅተው ይሰራሉ					
4	ኤጀንሲው ከአጠቃላይ ዕቅዱ የተወሰዱ ተለይተው የተቀመጡ የስራ ዕቅዶችን ሰራተኛው ለክፍተኛ የስራ ውጤት በሚያበቃው ሁኔታ የግል ዕቅድ አዘጋጅቶ ያስተዋውቃል					
5	ኤጀንሲው በሰራ ላይ ሁሉንም ሰራተኞች በእኩልነት ያስተናግዳል፣ይመለከታል					
6	ኤጀንሲው ሰራተኞቹን ለማበረታታት የሚጠቀምበት ልዩ የሆነ የማበረታቻ ቴክኒኮች/ዘዴዎች/ አሉት *1					
7	ኤጀንሲው መልካም የስራ አካባቢን ለመፍጠር የሚያስችል ተመሳሳይ የሆነ የሰራተኞች የደመወዝ ስኬል አለው					
8	በኤጀንሲው የማበረታቻ ፖሊሲና የአሰራር ሂደት ላይ ሰራተኞች የጋራ የሆነ አመለካከት አላቸው					
9	እኔ በኤጀንሲው አጠቃላይ ግብ ላይ በቂ የሆነ ግንዛቤ አለኝ					
10	ሰራተኞች ባላቸው የስራ አፈፃፀም ውጤት መሰረት ሽልማት ያገኛሉ					
11	ኤጀንሲው ሚዛናዊ የሆነ የዕድገት ዕድሎችን፣አጋጣሚዎችን ይሰጣል/ያቀርባል/					
12	የስራ ዕድገቶች የሚከናወኑት በስራበአፈፃፀም ምዘና መሰረት ነው፣በመሆኑም በስራዬ ላይ ዕድገት የማግኘት ዕድሉ አለኝ					
13	በምሰራው ስራ እረካለሁ					
14	ሰራተኞች ለማኔጅመንቱ ያላቸው አመለካከት ጥሩ ነው					
15	ፈታኝ የሆኑ ስራዎች በስራዬ አካባቢ ሲኖሩ ደስታ ይሰማኛል					
16	በምሰራው ስራ ከተጠያቂነት ጋር ውሳኔ እንድሰጥ የሚያደርጉ ዕድሎች /አጋጣሚዎች/ አሉኝ					
17	አለቃዬ በግንኙነት መርጃ ረገድ ጥሩ ኃላፊ ነው(አለቃዬ ጥሩ ተግባቢ የስራ ኃላፊ ነው)					
18	ኤጀንሲው እኔ ለምሰጠው አገልግሎት ዋጋ ይሰጣል					
19	ወደ ስራዬ ስሄድ ደስተኛ ነኝ					
20	የሚከፈለኝ የወር ደመወዝ ካለኝ የስራ አፈፃፀም አኳያ ሚዛናዊ/በቂ/ ነው					
21	በኤጀንሲው ውስጥ ሰራተኞችን የሚያበረታታ የአሰራር ሂደት አለመኖር በኤጀንሲው የግብ ስኬት ላይ ከፍተኛ ተፅዕኖ አለው					
22	ጉርሻ/ቦነስ/የኤጀንሲው የፖሊሲ አካል መሆን አለበት					
23	አለቃዬ በስራዬ ላይ በተጨማሪነት የማሳየውን ጥረት ይገነዘባል፣ይረዳልኛል					
24	የእኔ የስራ ስኬት እንደሚለካልኝ አውቃለሁ					

*1 ልዩ የማበረታቻ ዘዴዎች ተብለው ከብላው ከሚጠቀሱት ውስጥ ሙያዊ የትምህርት ዕድሎችን መስጠት፣ ለሰሪ ስኬቶች ዕውቅና መስጠት(የወሩ ኮከብ ሰራተኛ፣የኮከብ ሰራ አፈጻጸም ተሸላሚ)፣ ዕጣ የሚያሰገኝ ሽልማት ወይም ቦነስ የሚሰጥበት የሰራ ውጤት እንዲሁም በዓል ጊዜ ለሰራተኞች የሚሰጡ ስጦታዎችንና የመሳሰሉትን ያካትታል

73

ሐ. ኤጀንሲው የማበረታቻ የአሰራር ትግበራውን እንዳያከናውን እንቅፋት ሊሆኑ የሚችሉ ከዚህ በታች በተገለፁት ተግዳሮቶች ዙሪያ የእርስዎን ምላሽ የ (✓) ምልክት በማድረግ እንዲሞሉ እጠይቃለሁ

ተ.ቁ	መጠይቆች	በጣም እስማማ ለሁ(5)	እስማማ ለሁ(4)	አስተያየት የለኝም(3)	አልስማ ማም(2)	በጣም አልስማ ማም(1)
1	ኤጀንሲው የጥሩ ስራ ውጤት ማበረታቻ ስርዓት የሊለው በመሆኑ					
2	ምቹ የሆነ የስራ አካባቢ አለመኖር					
3	በውሳኔ አሰጣጥ ሂደት ውስጥ የሰራተኞች ተሳትፎ አለመኖር					
4	ሰራተኞች ከስራ ኃላፊዎች ጋር ጥሩ የስራ ግኑኝነት አለመኖር					
5	የሰራተኞች የስራ ዋስትና ማጣት					
6	ሰራተኞች በኤጀንሲው አላማ ዙሪያ /የተቀርቋሪነት/ የእነነት ስሜት የሊላቸው መሆኑ					
7	ዝቅተኛ የሆነ የደመወዝ ክፍያ					
8	ሰራተኞችን በማግኘት ስራ የማሰራት የአሰራር ዘይቤ አለመኖር					
9	በስራ ላይ ሰራተኞችን በእኩልነት በመንከባከብ የሚያሰራበት የአሰራር ሁኔታ አለመኖር					
10	በኤጀንሲው ውስጥ የተለያየ የደመወዝ አከፋፈል ያለው የደመወዝ ስኬል መኖር					
11	በኤጀንሲው ሰራተኞች መካከል በተመሳሳይ የስራ ደረጃዎች ላይ የተለያየ የደመወዝ ክፍያ እንዲኖር መደረጉ					
12	የማበረታቻ ስርዓቱ እንዲተገበር የማኔጅመንቱ ቁርጠኛ ዝግጁነት /አላማ ፅናት/ አለመኖር					

መ. ከዚህ በታች ለተመለከቱት መጠይቆች ያለዎትን ተጨማሪ አስተያየት እንዲያሰፍሩ እጠይቃለሁ

1. በእርስዎ ምልከታ ኤጀንሲው ምን አይነት የስራ ማበረታቻ ዘዴዎችን ማካተት አለበት ይሳሉ?

_____

_____

_____

2. ኤጀንሲው ሰራተኞቹን ለማበረታታት ምን አይነት እርምጃዎችን መውሰድ አለበት ይሳሉ?

_____

_____

3. በተጨማሪነት ሊሰጡት የሚፈልጉት አስተያየት ካለዎት ከዚህ በታች ባለው ስፍራ መጻፍ ይችላሉ።

_____

_____

_____
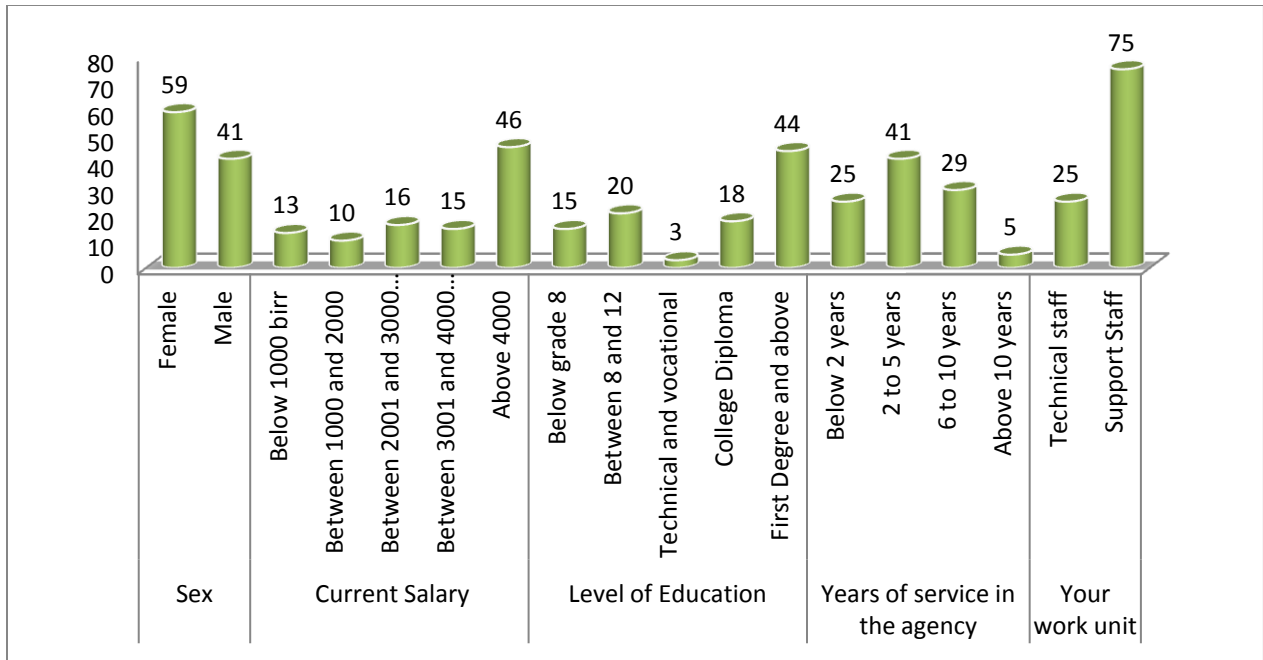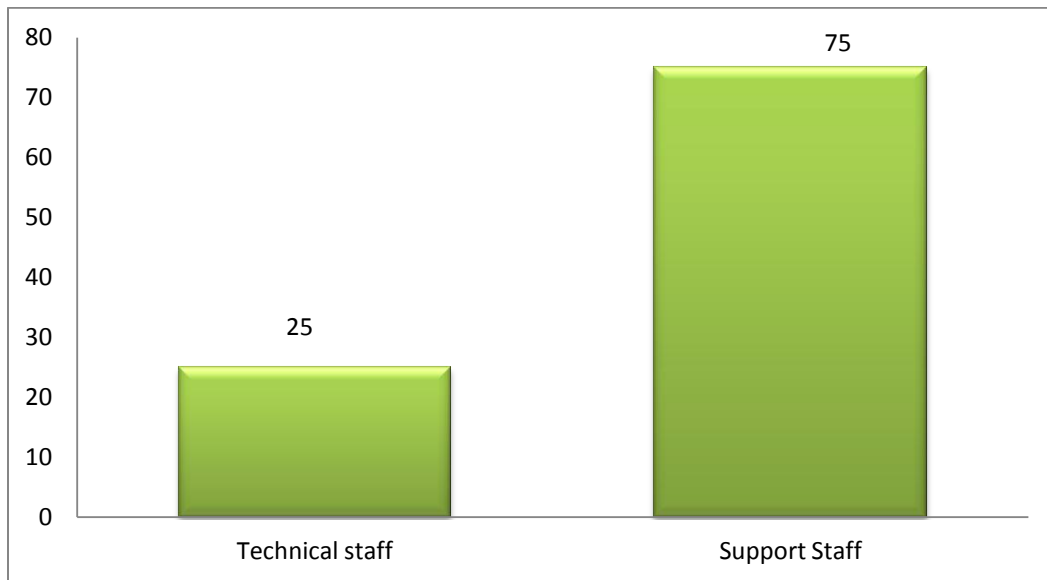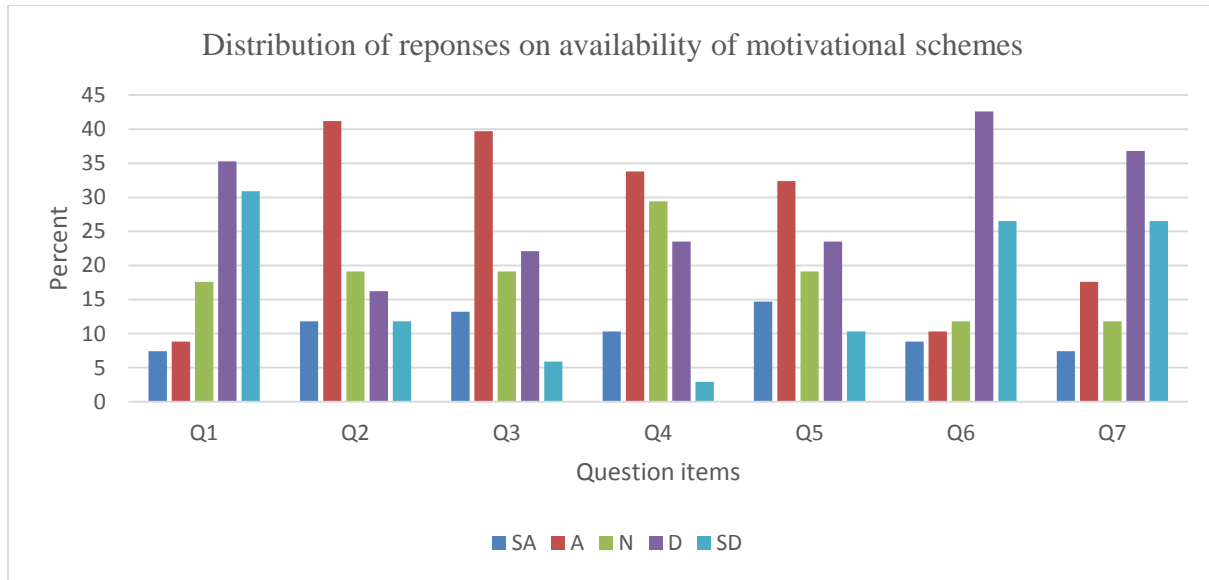
Fig 4.2 . Characteristics of the Study Population

Fig 4.3. Distribution of respondents by their role in the Agency.

Distribution of reponses on availability of motivational schemes
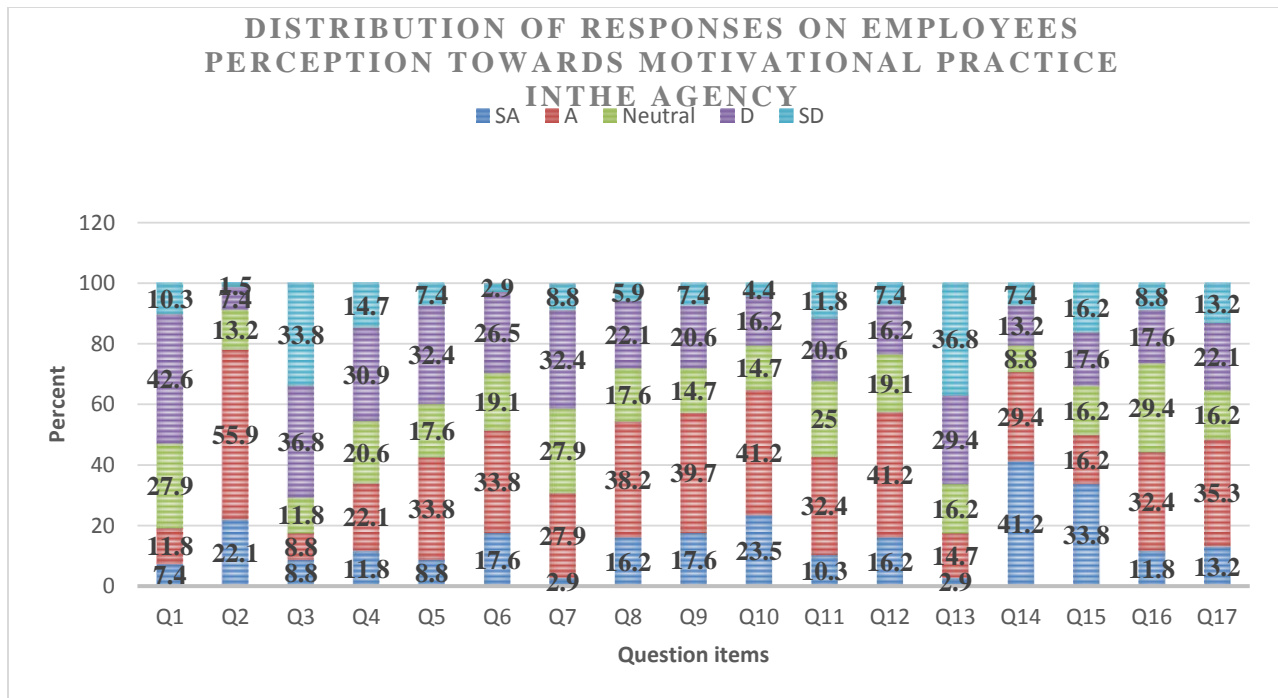
Fig 4.4. Distribution of respondents by their level of agreement on availability of motivational schemes in the Agency

APPENDICES: I

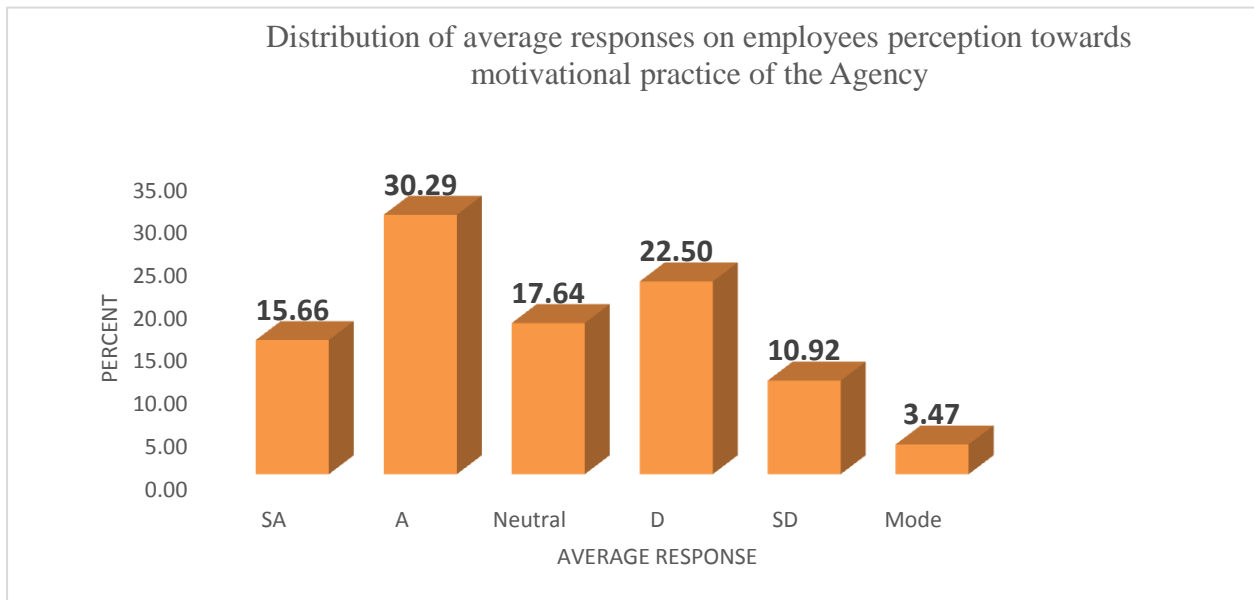Distribution of respondents by their average responses on availability of motivational schemes
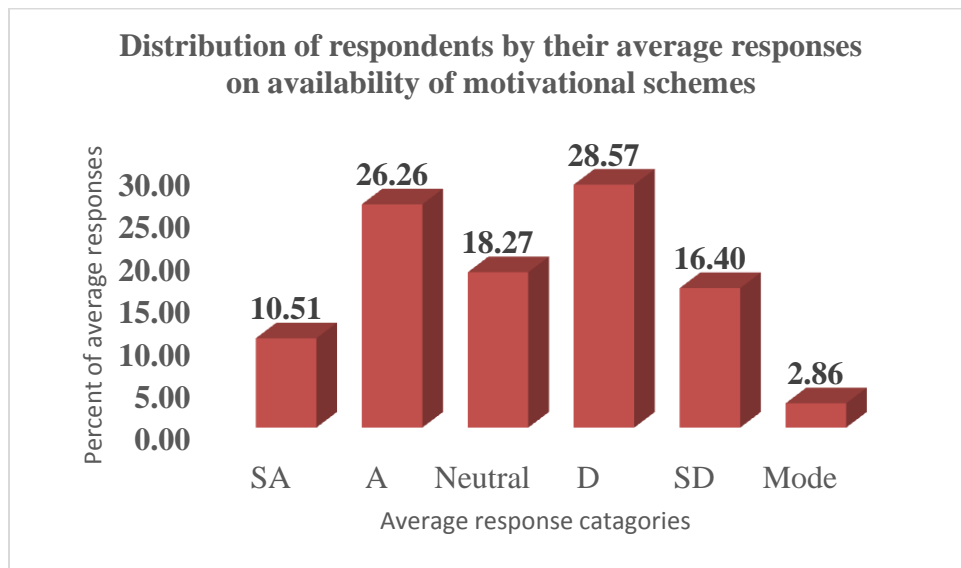
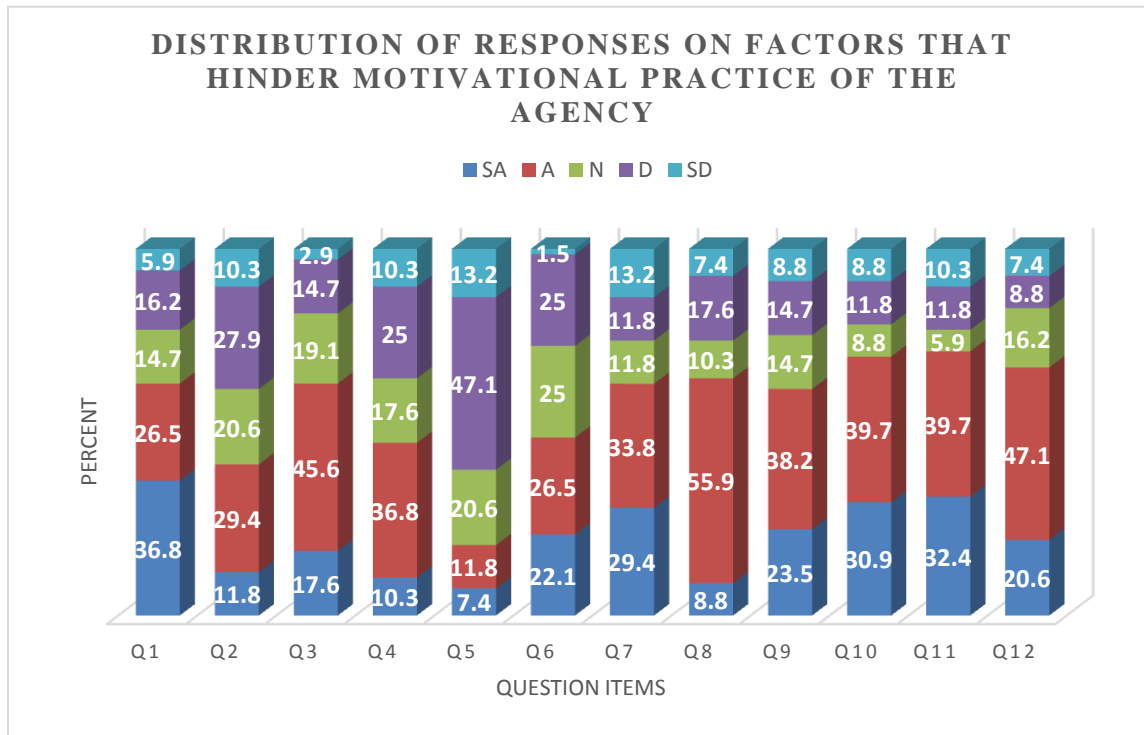**Fig. 4.5. Average responses on availability of motivational schemes in the Agency**

Fig 4.6. Distribution of respondents by their level of agreement on employees' perception towards motivational practice in the Agency
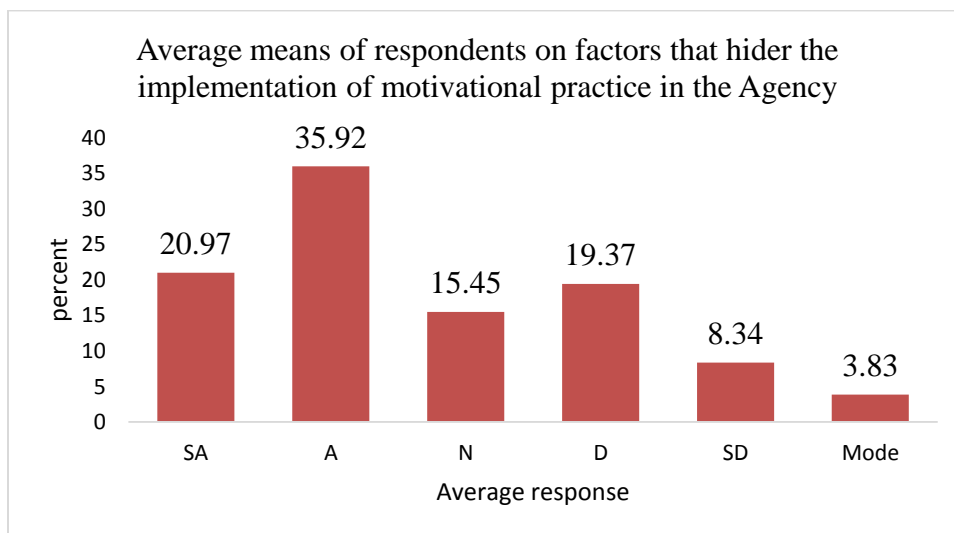
Fig 4.7. Average responses of respondents on employees' perception towards motivational practice in the Agency

Fig 4.8. Distribution of respondents by their level of agreement on factors that hinder the implementation of motivational practice in the Agency.

Fig 4.9. Average means of respondents on factors that hinder the implementation of motivational practice in the Agency

DECLARATION

I the undersigned declared that this thesis is my original work, prepared under the guidance of Goitom Abrham (Assistant Professor). All sources of Materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in any part or in full to any other higher learning institution for the purpose of earning any degree.

_____   _____

Name   Signature

St Mary's University, Addis Ababa,   **January, 2019**

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Advisor	Signature

St Mary's University, Addis Ababa,   **May, 2019**