



St. Mary's **ትድቅ ግርግጽ**
University **የኢኮኖሚ**
Committed to Excellence

SCHOOL OF GRADUATE STUDIES
MASTERS OF BUSINESS ADMINISTRATION

ASSESSMENT OF EMPLOYEE MOTIVATION IN A CASE OF
ETHIOPIAN REVENUE AND CUSTOMS AUTHORITY (ERCA)
BOLE SUB CITY SMALL TAX PAYER'S BRANCH OFFICE

BY

GEBRELIBANOS GODEFAY

JUNE, 2020

SMUC

ADDIS ABABA, ETHIOPIA

**ASSESSMENT OF EMPLOYEE MOTIVATION IN A CASE OF
ETHIOPIAN REVENUE AND CUSTOMS AUTHORITY (ERCA)
BOLE SUB CITY SMALL TAX PAYER'S BRANCH OFFICE**

BY

GEBRELIBANOS GODEFAY

ADVISOR NAME: - MESFIN TESFAYE (PHD)

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE MASTER'S MASTERS OF BUSINESS ADMINISTRATION
(MBA)**

JUNE, 2020

SMUC

ADDIS ABABA, ETHIOPIA

**ASSESSMENT OF EMPLOYEE MOTIVATION IN A CASE OF
ETHIOPIAN REVENUE AND CUSTOMS AUTHORITY (ERCA)
BOLE SUB CITY SMALL TAX PAYER’S BRANCH OFFICE**

BY:

GEBRELIBANOS GODEFAY

ID SGS/0303/2011A

MASTERS OF BUSINESS ADMINISTRATION (MBA)

Approved By Board of Examiners

Dean, Graduate studies	Signature and Date
-----	-----
Advisor	Signature and Date
-----	-----
External examiner	Signature and Date
-----	-----
Internal examiner	Signature and Date
-----	-----

DECLARATION

I, declare that the project entitled “*assessment of employee motivation in a Case of Ethiopian Revenue and Customs Authority (ERCA) Bole Sub City Small Tax Payers Branch Office*” is my original work and has not been presented for a degree in any other university and that all sources of material used for the project have been duly acknowledged.

Declared by:

Gebrelibanos Godefay June, 2020

Student

Signature

Date

Confirmation by Advisor

Mesfin Tesfaye (PhD.)

Advisor

Signature

Date

ENDORSEMENT

This is to certify that Mr. Gebrelibanos Godefay has completed her project work entitled “*assessment of employee motivation in a Case of Ethiopian Revenue and Customs Authority (ERCA) Bole Sub City Small Tax Payers Branch Office*”. As I have evaluated, his project is appropriate to be submitted as a partial fulfilment requirement for the Award of Degree in Masters of Business Administration (MBA).

Advisor: _____

Mesfin Tesfaye (PhD.)

Signature and Date

ACKNOWLEDGEMENTS

First and foremost, I would like to express my gratitude to God for his abundant grace that I am able to be what I am today. I also wish to express my deepest gratitude to my advisor, DR. Mesfin Tesfaye for his intelligent guidance, encouragement and helpful advices during the whole process of research writing. Thank you for supporting and valuable insight.

I am also deeply thankful to my brother Knfe and the whole may family for their assistance and encouragement.

I also thank all respondents of ERCA bole sub city small tax payer's branch office for their cooperation.

Finally, I deeply wish to pay highest gratitude to my friends especially Eskindr for their support, encouragement and advice

TABLE OF CONTENTS

Table of Contents

ACKNOWLEDGEMENTS	i
TABLE OF CONTENTS	ii
LIST OF TABLES	v
LIST OF ACRONYM	vi
ABSTRACT	vii
CHAPTER ONE	1
INRODUCTION	1
1.1. Background of the Study.....	1
1.2. Overview of Organizational Background	2
1.3. Statement of the Problem.....	4
1.4. Basic Research Questions	6
1.5. Objectives of the Study	6
1.5.1. General Objective	6
1.5.2. Specific Objective	6
1.6. Significance of the Study	7
1.6.1. ERCA Bole Sub City Small Tax Payer’s Branch Office	7
1.6.2. Other Organizations in the Industry	7
1.6.3. Other Scholars.....	7
1.6.4. HR Practitioners.....	7
1.7. Scope of the Study	8
1.8. Limitation of the Study	8
1.9. Definition of Terms.....	8
1.10. Organization of the Study	9
CHAPTER TWO	10
REVIEW OF RELATED LITERATURE	10
2.1. Theoretical Literature Review of Motivation	10
2.1.1. The Meaning of Motivation	10

2.1.2.	Work Motivation.....	10
2.1.3.	Motivation of an Employee.....	11
2.1.4.	The Nature of Motivation	11
2.1.5.	Theories of Motivation.....	12
2.1.6.	Motivational Factors	14
2.1.7.	Motivation Factors of Employee in the Workplace	16
2.2.	Empirical Studies	17
2.3.	Conceptual Framework	18
CHAPTER THREE		19
RESEARCH DESIGN AND METHODOLOGY		19
3.1.	Introduction.....	19
3.2.	Research Design and Approach	19
3.3.	Population and Sampling Design.....	19
3.3.1.	Target Population.....	19
3.3.2.	Sampling Design	19
3.4.	Source of Data.....	21
3.5.	Data Collection Methods	22
3.6.	Validity and Reliability	23
3.6.1.	Validity	23
3.6.2.	Reliability.....	23
3.7.	Data Analysis Techniques.....	23
3.8.	Ethical Considerations	23
CHAPTER FOUR.....		24
DATA PRESENTATION ANALYSIS AND INTERPRETATION		24
4.1.	Data Presentation and Analysis.....	24
4.2.	Reliability of the Instrument	24
4.3.	Personal Information of Respondents	25
Table 3 Frequency Distribution of Demographic Variables.....		25
4.4.	Descriptive Statistics Analysis.....	27
4.4.1.	Perceptions of ERCA Bole Sub City Small Tax Payer’s Branch Office Employees towards Financial Reward	28
Table 4 the Perceptions of Employees towards Financial Reward		28

4.4.2.	Perceptions of ERCA Bole Sub City Small Tax Payer’s Branch Office Employees towards Career Growth and Development	31
4.4.3.	Perceptions of ERCA Bole Sub City Small Tax Payer’s Branch Office Employees towards Co-Worker and Supervision Relationship	33
4.4.4.	Perceptions of ERCA Bole Sub City Small Tax Payer’s Branch Office Employees towards Recognition	35
4.4.5.	Perceptions of ERCA Bole Sub City Small Tax Payer’s Branch Office Employees towards Work Condition	37
4.4.6.	Perceptions of ERCA Bole Sub City Small Tax Payer’s Branch Office Employees towards Job Security	38
4.5.	Summary of all Factors for Comparison.....	40
4.6.	Qualitative Analysis of Data Collected Through Interview.....	41
CHAPTER - FIVE		42
SUMMARY, CONCLUSION AND RECOMMENDATIONS		42
5.1.	Summary of Major Findings	42
5.2.	Conclusions.....	43
5.3.	Recommendations.....	44
REFERENCES		45
Appendix.....		48

LIST OF TABLES

Table 1 Sample Size Distribution	21
Table 2 Reliability Coefficients	24
Table 3 Frequency Distribution of Demographic Variables	25
Table 4 the Perceptions of Employees towards Financial Reward	28
Table 5 the Perception of Employees towards Career Growth and Development.....	31
Table 6 the Perceptions of Employees towards Co-Worker and Supervision	33
Table 7 the Perceptions of Employees towards Recognition.....	35
Table 8 the Perceptions of Employees towards Work Condition	37
Table 9 the Perceptions of Employees towards Job Security	38
Table 10 Summarized Statistics of all Variables	40

LIST OF ACRONYM

ERCA	Ethiopian Revenue and Customs Authority
SPSS	Statistical Software Package for Social Science Version
SD	Standard Deviation

ABSTRACT

Motivation is one of the most critical elements in the area of Human Resources Management. Organizations design motivation systems to encourage employees to perform their best in the most efficient way, and also to attract future candidates to apply for specific posts. The purpose of this research is to assess employee motivation in ERCA Bole sub city small tax payer's branch office. The researcher used both quantitative and qualitative research approaches are used to answer the research questions. The study statistically analyzed data obtained from the survey questionnaire form the employees and interview from managers. The questionnaire survey was undertaken among 160 employees of the organization to analyze their perceptions regarding motivational factors in the workplace. In this study the researcher used descriptive research design with 5 Point Likert scale to measure variables and the data was analyzed through descriptive data analyzing method. The study revealed that, management should use different strategies and policies to motivate employees in the organization. According to the study, it was found out that recognition motivates employees in a higher level and the organization should focus on this factor especially. Financial reward, carrier growth and development, work condition, and job security affects employees on average level to their motivation and the organization should improve in these factors of motivation.

Key words: Motivation, ERCA, Employees, Motivational factor

CHAPTER ONE

INRODUCTION

1.1. Background of the Study

Organizations of any kind whether manufacturing or service, regard human beings as an important factor in the quality of the role they play. In other words, organizations over years have come to the understanding that human beings are the most valuable factors at their disposal. Therefore, human beings significant role in the achievement of organizational goals can't be disregarded. Accordingly, any effort to sublimate organizations without human empathy is almost doomed to failure to the extent that the success of the majority of the managers can be attributed to the optimal use of human's potential abilities (Armstrong, 2009).

On the other hand, motivating people requires the discovery of their motives as the cause of their active participation in the attainment of the organizational goals. Although, the discovery of the individuals heightened motivations as a cause behind their improved performance is not an easy task, organizations and, obviously, managers have to pay attention to such motivations. In this way, employees work harder, the workplace will become more joyful, absenteeism will be reduced, satisfaction will be enhanced, workplace rules and regulations will be observed, and employees will do their best to actualize the organization's goals and strategies (Abzari and Sadri, 2006).

Motivation is seen as one of the most important factors in issues related to human resources management (HRM) and organizational behavior management (Lathem, 2007). Despite the existence different and sometimes conflicting views about motivation, its role and significance in management and psychology in general and in the management of human resources and organizational behavior in particular is undeniable. The study of motivation and behavior requires finding responses to a number of questions related to human beings.

According to Armstrong (2009), high performance is achieved by well-motivated people who are prepared to exercise discretionary effort. To motivate people, it is necessary to appreciate how

motivation works, this means understanding motivation theory and how the theory can be put into practice.

However, one of the biggest challenges that the business world is facing today is lack of awareness how to motivate their employees and enable them more dedicated, persistent and have intensified effort towards achieving the organizations goals.

Basically, the way employees are motivated should not be made arbitrarily and should be undertaken in a more systematic and coordinated manner, even this should be supported with continuous and realistic assessment or survey of the need of the employees.

In this regard, employee's attitude surveys have been frequently used to ascertain what triggers and sustains their desire to work hard. However, not all organizations understand and acknowledge the need for motivation of their employees and consequently suffer from low performance of employees, which has direct impact on their low productivity.

In this context the study intends to investigate to what employee motivation is being adopted along with the aim of identifying the gaps between the theory and the practice. The output of this study will be beneficial to the authority in providing an insight on how to improve the current employee performance. The research will also add to the already existing pool of knowledge by narrowing the existing gap and jump starting future researches.

1.2. Overview of Organizational Background

The Ethiopian Revenues and Customs Authority (ERCA) was established by the proclamation No .587/2008 on 14 July 2008, by the merger of the Ministry of Revenue, Ethiopian Customs Authority and the Federal Inland Revenue Authority for the purpose of enhancing the mobilization of government revenues, while providing effective tax and Customs administration and sustainability in revenue collection. The main objective of the establishment of ERCA was to streamline the public revenue generation function by bringing the relevant agencies under the umbrella of the central revenue collector body. This structuring aimed at improving service delivering, facilitating trade, enforcing the tax and customs laws and thereby enhancing mobilization of Government revenue in sustainable manner. A study called "Business Process Re-engineering" had taken place before the merger of the foregoing administrations. The study was undertaken for a year and half beginning from November 2007 by teams of officials selected

from within the administration. The study has looked into the selected key business processes and has come across inefficient organizational structure and unnecessary complicated procedures that permitted insufficient service delivery. The study has also indicated that there was corruption within the administrations and that smuggling and tax evasion were serious problems. These problems have depressed the attempt of the foregoing administrations to be successful in achieving their objectives.

The key business drivers have been identified as follows:

- ✓ Revenue collection
- ✓ Reliable data and statistics
- ✓ Trade facilitation
- ✓ Process oriented management
- ✓ Enforcement and security
- ✓ Good governance

Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payers branch office employees not required investing more effort to warding the comfort of their customer and It is believed that employees' motivation to be considered by customers as low and it is common to hear customers complaining on the service of the Authority. The researcher has witnessed this and heard customers complaining, for instance, on network system, cost of service and customer handling. Most of them assume that this is associated with low performance of employees and they also consider employees as less motivated with low sense of ownership. Hence, the objective of the study is to assess employee's motivation in the organization.

According to Armstrong (2009), People are motivated when they expect a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their needs and wants. Hence, the purpose of this study is to identify and critically assess the motivation of the employees and draw the attention of the authority to take care of its employee's motivation and to identify factors that motivate them in order to achieve its objectives. Moreover, it also aimed to contribute its own share in indicating a way how motivated employee will increase customer handling mechanisms and how it gives values to the authority as well as the customers, which intern maximize the authority's productivity.

1.3. Statement of the Problem

Motivation is one of the best essential elements in the area of Human Resources Management. Most employers nowadays would like to have their employees motivated and prepared to work, but do not know about what truthfully motivates a person. Companies could be more efficient if the employees had deployed the effort in the future of the company. There are essential needs come across for a person, particularly an employee, to be successful in the workplace. The most important theories include: Maslow's hierarchy of needs, Herzberg's two factor theory, and the different theories of factors affecting employee motivation.

According to Fugate and Kinicki (2012), motivation is defined as the psychological processes which bring about the direction, arousal, and the persistence of actions that are voluntary and goal directed.

According to Fugate and Kinicki (2012), effective employee motivation is and has been one of the most important yet difficult duties of management, and, that its success has become more important now than ever especially in light of the global competition for organizations to produce lower priced yet better quality products while still managing a diverse workforce. The authors further note that to motivate and satisfy employees, managers should first consider each individual's differences and not use just one general approach especially considering that motivation is just but one of other factors that could influence performance .Employees tend to feel more motivated when they are involved in making effective strategic contributions in their organizations and are also committed to the achievement of major objectives when they are involved. Therefore well motivated employees are bound to influence the efficiency of an organization towards achieving its goals (Martin and Thompson, 2010).

Luthans (2011) agrees that today, money is the most dominant of an organization's reward system towards employee motivation. This can be in the form of salaries, incentive pay and bonuses.

However, money is not the only motivator of good performance or the greatest for that matter as Andersen (2012) maintains. Andersen notes that there are other motivators such as autonomy and flexibility rewards. In addition, other alternative motivators to money are such as recognition, non- monetary rewards and simple gestures of appreciation (Phillips and Gully, 2012). Others

are such as benefits (welfare and health, paid time-off as well as retirement packages) and personal growth (career development, training, work-life balance and performance management) which have proved to be effective on employee engagement (Kinicki and Fugate, 2012). According to Newstrom (2011), performance appraisals also play a major role in an organization's reward system.

According to Robbins and Judge (2010), a survey done on 1,500 employees in different work settings showed that they considered recognition as the most powerful motivator at the workplace.

In line to Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payer's branch office not required investing more effort to warding the comfort of their customer and the contribution for employee motivation to be considered by customers as low as the researcher absorbs. The primary category of Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payers branch office are revenue collection, reliable data and statistics, trade facilitation, process oriented management, enforcement and security good governance but not efficiency of an organization towards achieving its goals. The suggestion book indicates that "Customer of Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payer's branch office are not satisfied by the service delivered by the employees, the employees have not effort towards their customer comfort and customers are complaining". During the preliminary study, the researcher has witnessed this and heard customers complaining, for instance, on service quality, low ethical consideration and customer handling. Scholars mentioned that there are different factors of motivation that affect employee's motivation in an organization and focused on financial and non-financial factors, intrinsic and extrinsic factors in general. This study focuses on assessing employee's motivation towards motivational factors specifically. Moreover, to the best of researcher's knowledge, there is no research conducted in ERCA Bole sub city small tax payer's branch office related to employees motivation.

Given the above gaps, the purpose of this study is to assess the motivation of the employees and draw the attention of the company to take care of its employee's motivation. Moreover, it also aimed to contribute its own share in demonstrating a way how motivated employees and how it gives values to ERCA as well as the customers, which intern maximize the ERCA Bole sub city small tax payers branch office profitability and effeteness.

1.4. Basic Research Questions

This research study addressed the following basic research questions:

1. What is the level of employee motivation towards financial reward as a motivational factor in ERCA Bole sub city small tax payer's branch office?
2. Are employees motivated from career growth and development point of view as a motivational factor in ERCA Bole sub city small tax payer's branch office?
3. Are employees motivated from co-worker and supervisor relationship point of view as a motivational factor in ERCA Bole sub city small tax payer's branch office?
4. What is the level of employee motivation towards recognition as a motivational factor in ERCA Bole sub city small tax payer's branch office?
5. What is the employee's perception towards work condition as a motivational factor in ERCA Bole sub city small tax payer's branch office?
6. What is the level of employee motivation towards job security as a motivational factor in ERCA Bole sub city small tax payer's branch office?

1.5. Objectives of the Study

1.5.1. General Objective

The general objective of this research study is to assess the factors affecting employee's motivation at ERCA Bole sub city small tax payer's branch office.

1.5.2. Specific Objective

Under the general objective, this research has the following specific objectives.

- To assess the level of employee motivation towards financial reward as a motivational factor in ERCA Bole sub city small tax payer's branch office.
- To identify employees motivated from career growth and development point of view as a motivational factor in ERCA Bole sub city small tax payer's branch office.
- To identify employees motivated from co-worker and supervisor relationship point of view as a motivational factor in ERCA Bole sub city small tax payer's branch office.
- To assess the level of employee motivation towards recognition as a motivational factor in ERCA Bole sub city small tax payer's branch office.

- To identify the employee's perception towards work condition as a motivational factor in ERCA Bole sub city small tax payer's branch office.
- To assess the level of employee motivation towards job security as a motivational factor in ERCA Bole sub city small tax payer's branch office.

1.6. Significance of the Study

The following stakeholder's benefits' from this study:

1.6.1. ERCA Bole Sub City Small Tax Payer's Branch Office

The findings of this study would help the management ERCA Bole sub city small tax payer's branch office to identify areas that need to be improved as far as motivating their employees is concerned and the factors that they can identify and attracting the attention of the company towards giving due consideration and attention for the factors which can influence the motivation of its employees, Creating awareness about the motivational factors of employee's and achievement of organizational goals. Motivated employees are bound to give better service to customers thus ensuring continued and repeat business.

1.6.2. Other Organizations in the Industry

This study would also serve as a model framework that will be used by other organizations that may want to do a research in the area of employee motivation. All organizations want to stay ahead of their competition in whichever industry they may be in. If motivated employees are one way of ensuring this happens, then it will be worthwhile for the organization to go the extra mile in trying to accomplish this task.

1.6.3. Other Scholars

Scholars of different disciplines will also benefit by the contribution to the general knowledge of the area of 'motivation', hence enhancing their understanding of employee motivation in organizations and use as a reference for further studies.

1.6.4. HR Practitioners

As noted by Fugate and Kinicki (2012), "one of the most difficult yet important tasks of management (and HR) has been effective employee motivation". As such, this study would be of great benefit to HR practices in this area of employee motivation as it is one that can guide on how to effectively undertake this task.

1.7. Scope of the Study

This study was conducted at ERCA Bole sub city small tax payer's branch office due to the nearness to the researchers working environment and living house and the relationship with the staff as a customer.

The study is conceptually constrained to assess employee motivation towards motivational factors within ERCA Bole sub city small tax payer's branch office by considering selected types of motivational factors namely; financial factor, carrier growth and development, co-worker and supervision, Recognition, work condition, and job security. The study focused on employees from all the various departments in ERCA Bole sub city small tax payer's branch office in the present time and carried out from February to June 2020 due to time constraint face by the researcher to cover the whole study.

1.8. Limitation of the Study

The limitations of this research were the target population were not return questioner on the time due to the pandemic corona virus accordingly, all possible remedial actions was taken to hinder these challenge from being material and, financial problem.

The researcher was come up to convincing the employees to participate in the study, fill in and hand in a completed questionnaire in time, and solve by a proper explanation about the importance of the survey to employees and the organization, as well as ensuring that the questionnaire is not too long, and is simple to understand. The researcher also endeavored to hand in the tool early enough and make frequent follow-ups.

1.9. Definition of Terms

The study has investigated the factors by which employees' motivation can be affecting. Conceptually and operationally, the relevant terms of this study will define as follows:

- **Motivation** – is defined as a psychological feature that induces an organism to act towards a desired goal and causes, controls, and sustains certain goal directed behaviors. It can be considered as a driving force; a psychological one that compels or reinforces an action toward a desired goal (the free encyclopedia).
- **Factor** - could be defined as a reason or a cause for something to happen.

- **Employees-** are workers and managers working for a company, organization or community.
- **Assessment-** is consideration of someone or something and judgment about it.

1.10. Organization of the Study

The study organized in different components or categories and contains five basic chapters as follows:

Chapter one – Introduction part contains background of the study, statement of the problem, basic research questions and objectives of the study, definition of terms, significance of the study, scope of the study and limitation of the study.

Chapter two – Review of related literature. This chapter dealing with previous studies and literatures relevant to the study and it also includes theoretical and empirical evidences related to the study.

Chapter three – Research Design and Methodology, this chapter contain the type and design of the research study, population and sample size, the sources of the data, the data collection tools or instruments employed, the procedures of data collection and the methods of data analysis.

Chapter four – Data Presentation and Analysis, this chapter contain summary the result of finding and also interpretation and desiccation.

Finally, in chapter five, summary, conclusions, and recommendations had been also forwarded based on the study findings; followed by the list of references used and appendixes.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter gives an overview of the literature on the basics of Human Resources Management as well as quote on Motivation, along with the numerous theories on motivation.

2.1. Theoretical Literature Review of Motivation

Human Resources Management plays a critical role in making organizations more efficient and also strategically facilitates the improvement of talent acquisition, training & development, remuneration, performance management and most important of all, motivation. A special emphasis is given to motivation since it is extremely necessary to procure quality work and better output from employees. This paper undertakes an in-depth study on the factors that affect motivation in employees of ERCA Bole sub city small tax payer's branch office, and explores how the organization can convert these challenges into opportunities for growth.

2.1.1. The Meaning of Motivation

Motivation is the driving force that makes people willingly want to put in their best in what they do. Many contemporary authors have defined the concept of motivation. Baron (1983) describes motivation as, "an accumulation of different processes which influence and direct our behavior to achieve some specific goal". Pinder (2008) referred that, "Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work related behavior, and to determine its form, direction, intensity and duration." According to L. Deckers (2010), Motivation is a person's internal disposition to be concerned with and approach positive incentives and avoid negative incentives. To further this, an incentive is the anticipated reward or aversive event available in the environment.

2.1.2. Work Motivation

Work motivation is a set of energetic forces that originate both within as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity, and duration Kirmanen, (2010). Getting people to do their best at work is one of hardest challenges of managers. The importance of employees' satisfaction and motivation is being more and more important every day in the enterprises. Nohria, Groysberg, and Lee explain that the four drivers

that underline motivation are: acquire, bond, comprehend and defend. They also point out that the organizational levels of motivation are: the reward system, the culture, the job design and performance-management, and resource-allocation processes Nohria, (2008). Motivated people make decisions to dedicate considerable effort to obtain something that they value. Researches show that indeed there is a relation between motivation and performance, Dec I & Gagne, (2005).

2.1.3. Motivation of an Employee

Motivation is an employee's intrinsic enthusiasm and drives the employee to accomplish the activities related to work (Chaudhary& Sharma, 2012). Salanova and Kirmanen explain that the process of motivation starts with the recognition of unsatisfied needs. Then a goal needs to be established to satisfy this need. Rewards and incentives may be established for employees to better accomplish the given goal. The social context also affects the motivation level. This context consists of organizational and cultural values, but also includes leaderships and management as well as the influence of the group or team (Salanova & Kirmanen, 2010). Motivation increases effectiveness beyond the organization by improving the willingness of the employees to work.

2.1.4. The Nature of Motivation

According to Griffin (2008), Motivation is the set of forces that cause people to behave in certain ways. Employee may choose to work as hard as possible at a job, just hard enough to avoid a reprimand, or do as little as possible. The goal for the manager is to maximize the likelihood behavior and minimize the likelihood of the last. This goal becomes more important when we understand how important motivation is in the workplace. The importance of employee motivation in the workplace, the individual performance is generally determined by three things: Motivation (the desire to do the job), ability (the capability to do the job), and the work environment (the resources needed to do the job). If an employee lacks ability; the manager can provide training or replace the worker. If there is a resource problem, the manager can correct it but, if motivation is the problem, the task for the manager is more challenging. Individual behavior is a complex phenomenon, and the manager may be hard pressed to figure out the precise nature of the problem and how to solve it. Thus motivation is important because of its significance as the determinant of performance and because of its intangible character.

2.1.5. Theories of Motivation

Several theories of motivation were developed to identify the factors of motivation that influence human behavior in different ways. In 1970, Campbell all classified motivation theories into two general categories of content and process theories Campbell, (1976).

2.1.5.1. Content Theory

Content theories attempt to explain what drives individuals to act in a certain manner based on a universal understanding that all human beings have needs, which pursue them to satisfy these needs lead to motivation.

Maslow (1943) identified five human needs categorized them based on the priority of needs fulfillment. According to Maslow's Hierarchy of needs theory, which consists of the physiological levels: safety and security, social, esteem or egoistic, self-fulfillment or self-actualization. Maslow's Hierarchy of needs can illustrate a theoretical explanation of why salary is important. In Maslow's Hierarchy of needs, when basic necessities of human being are fulfilled, the individual wants to use his capabilities at a full potential (Maslow, 1943). If the organization is not providing him opportunities to overcome his job assignments up to the level of his abilities, he will never be satisfied. It also increases the level of stress in the place of work.

Alderfer (1969), however, revised the hierarchy needs theory by revamping five human core needs into three broad groups, such as "existence", "relatedness", and "growth", which is known as ERG theory. The "existence need" is concerned with providing the basic materials similar to Maslow's physiological needs and security needs. The "relatedness need" refers to a personal relationship, which are similar to Maslow's belongingness and esteem needs and "growth needs" is about intrinsic desire for personal development, which is similar to Maslow's self-actualization need. ERG theory, however, contrast with hierarchy theory in few aspects. According to ERG theory, sometimes multiple needs might be acted as motivation drivers at the same time where one need appears to be more dominant than others (Lai, 2009), and higher levels of needs might come forward before fulfilling the lower level of needs.

According to Herzberg's Motivation-Hygiene Theory, to create satisfaction it is needed to address the motivational factors that are associated with work (He calls it "Job Enrichment"). Every job should be examined to determine how it could be improved to satisfy more the employee. Herzberg's work categorized motivation into two factors: motivators and hygiene's

(Herzberg, Mausner, & Snyderman, 1959). Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction.

2.1.5.2. Process Theories

Process theories of motivation concentrate on how employee's needs influence their own behavior. In this perspective, "need" accounts for one component of the process through which individuals decide how to behave.

According to Vroom (1964), people are motivated to do things to reach a goal if they believe in the worth of that goal. Kootz et al, (2007), this theory suggests that employee's motivation depends on "expectancy", "instrumentality" and "valence". Expectancy theory explains how reward can lead one's behavior to achieve the company's goal. An employee is willing to perform with a high level of effort when he or she believes that this will lead to desired rewards the theory states that that motivation is present only when employees realize a positive correlation that effort leads to job performance and job performance leads to rewards Griffin, (2008).

Locke Edwin (1968) suggests the Goal-setting theory of motivation. The theory emerged from the idea of expectancy theory where a goal setting is a vital tool, which acts as an "immediate regulator of human action" Locke et al., (1981) that leads employees towards achieving the goal. "Goals affect performance by directing attention, mobilizing effort, increasing persistence, and motivating strategy development" (ibid). Setting a specific and challenging goal caused higher performance than no or not specific or did simple goal (ibid). Setting goal generally does not include motivational needs but enforce employees to be more productive to achieve the task they have given and as an obvious result it leads to some reward. In the case of complex tasks, however, this theory is not effective and if the goal set for individuals is not align with the goals of the organization, conflict may crop up, which causes lack of motivation and ultimately impair individuals' performance.

The equity theory (1963) of motivation assumes that an individual is strongly motivated by a balanced result of input (such as effort, loyalty, hard work, commitment, skill, ability, adaptability, tolerance, determination, personal sacrifice, etc.) and Output (such as pay, salary,

other benefits, recognition, reputation, praise and thanks, promotion, etc.)I.e. what an employee contributes and receives against of it. The theory is used to explain how employees' judge the fairness of rewards received in proportion to resources invested for completing a task by assessing one's own investment-reward ratio, and comparing it against of another colleague holding a similar position, McShane et al., (2000).

2.1.6. Motivational Factors

Human beings are motivated by satisfying their different kind of needs. Needs depend on many factors and vary by the person, situation, organization, nature of works, risk, educational background of employees, experiences and skills, position of work etc.

All employees, therefore, have their own motivational factors to motivate them to perform their bests (Lin., 2007).

Motivation is yield to many elements as financial factors (salary), carrier growth and development, job security, working condition, training and development, recognition, co-worker and Supervisor Relations, Workloads, promotion and employee empowerment.

2.1.6.1. Financial Rewards (Salary)

Money has been pointed out as a motivational factor by a large number of researchers. It is often seen as a symbol of success and also associated with comfort and security, Engel erg and Sjöberg, (2006). It is considered as an advantage for the managers, because they can use money as a strategy since money can have a great impact on employees' performance. Some researchers have stated that motivation is the main instrument to be used. Knowing the existed a direct correlation between salary and the results obtained, Androniceanu, (2011). Some researchers suggest Murphy, (1981) that the employee should be motivated through a proportional salary according to the efforts done in the job. There are other important factors as well, but having a satisfactory salary is among the top factors.

2.1.6.2. Career Growth and Development

Skills development, training growth opportunity and promotion are considered to be powerful motivation factors for employees to satisfy their need for esteem and self-actualization Lai, (2009). According to the Herzberg two factor theory, personal growth and development are known to be intrinsic factor, which make employee satisfied when these are met, and they,

thereafter, become motivated. However, criteria must be set correctly for the purpose of promotion and growth, so that employees become motivated by fulfilling those, Brewster et al., (2003). Promotion and growth policy should be matched to the need of employees, Hoag and Cooper (2006).

2.1.6.3. Co-worker and Supervisor Relations

Good relationship between supervisor and the worker is a convincing issue which causes work satisfaction. Employee's bad feeling to their immediate authority impact on their job performance which leads to dissatisfaction and lack of motivation. According to Tyilana (2005) unfavorable supervision, company policy and administration and interpersonal relationship with supervisor cause 60% job dissatisfaction. There is a variety of ways to develop the relationship such as, through task (giving feedback, taking ideas from employee, giving consultation etc.) and non-task (showing respect, caring employees as individual etc.)

2.1.6.4. Recognition

Appreciation is one of the most top desires of employees which motivate and keep them productive, glanz, (2002) by enhancing the employee's morale, which "allows them to think better of themselves and their ability to contribute towards organization goals. Employees with high self-esteem are more intrinsically motivated, optimistic, willing to work harder, participating at work, work efficiently, and have lower absenteeism rate and are generally more satisfied with their jobs" Lai, (2009).

Herzberg two factor theory described the recognition as a motivating factor that makes employees satisfied. There are several ways to recognize employees including greeting for better jobs, attach thanks to their pay checks, acknowledge employee millstones, staff gathering outside the organization, highly appreciation for coming up with new ideas, holding celebration for success arranging frequent contests and other team building activities etc.

However, few important matters should be kept in mind when recognizing employees such as equal recognition for all recognize immediate after they deserve it, exaggeration is unexpected McConnell, (2006).

2.1.6.5. Work Condition

Nature of work and its surrounding environment is the factor that affects the level of motivation of employee significantly. Tyilana, (2005) suggests that three motivational factors such as achievement, recognition and work itself cause 88% job satisfaction. According to Maslow's hierarchy of needs theory safety and security needs come after fulfilling biological and physiological needs. Appropriate job security assurance, challenging work, work that yields a sense of personal accomplishment, increased responsibility are factors cause motivation, Daschler and Ninemeier (1989),in Petcharak, (2002). However, "good working conditions cannot motivate the employees in themselves, but can determine the employee's performance and productivity". Lin, (2007)

2.1.6.6. Job Security

Job security is one of the major concerns of employees in this sector now a day since huge retrenchment has been seen recently. It is a safety factor, according to Maslow. In the age of downsizing, employees are always in a fear about their job security. Any minor changes in the working environment would make them worried about their security. Organizations have to ensure proper communication if any crucial change occurs in the organization. On the other hand, job security is a hygiene factor according to Herzberg. If there is lack of job security, job dissatisfaction will occur. But if it is present in the workplace it will prevent job dissatisfaction but do not lead to satisfaction.

2.1.7. Motivation Factors of Employee in the Workplace

Motivated employees are needed in our rapidly changing workplaces. Motivated employees are needed for the survival of the organizations and it helps to increase productivity. Employee performance is directly related to motivational factors. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly Bowen & Radhakrishna, (1991). Organizations can motivate the workforce most through introducing appropriate reward and recognition programs and other benefits. Bishop (1987) suggested that, pay is directly related with productivity and reward system depends upon the size of an organization. Effective reward and recognition system can be a good motivator but inappropriate reward and recognition program increase de-motivation of the employees. Research undertaken by Kovach (1987)

suggested that, as employees' income increases, money becomes less of a motivator. Also, as employees get older, interesting work becomes more of a motivator.

2.2. Empirical Studies

According to some previous researches, it is seen that factors that affect the employees of different organizations in a negative way are- insufficient wage and job insecurity, limited training programs, lack of new opportunities etc. Moreover, with the pace of time several other factors have been revealed which negatively affect employee motivation and performance. That's why there are different researches made by researchers to determine the factors that motivate the employees in a positive way and as a result of these researches too many factors have been found Mak & Sockel, (2001); Velo & Mitta, (2006). A study of industrial employees, conducted by Kovach (1987), yielded the following ranked order of motivational factors: (a) interesting work, (b) full appreciation of work done, and (c) feeling of being in on things. Another study of employees, conducted by Harpaz (1990), yielded the following ranked order of motivational factors: (a) interesting work, (b) good wages, and (c) job security. Research conducted by Lindner (1998) by using a descriptive survey of twenty five (25) employees in research Centre, rank-ordered the motivational factors affecting employee performance as: (a) interesting work, (b) good wages, (c) full appreciation of work done, (d) job security, (e) good working conditions, (f) promotions and growth in the organization, (g) feeling of being in on things, (h) personal loyalty to employees, (i) tactful discipline, and (j) sympathetic help with personal problems. When comes to 2000s years, factors that motivate employees are seen to be changed as there are technological developments, rapid increase of competitive factors among businesses and changes in employee needs as well as noticeable increase of female counterparts into the workforce are seen to be effective. For example, in the research of Ölçer (2005) to determine what are the ranked factors that affect working staff motivations are job security, good relations with superiors, wage and appreciation based on fair performance, trustful and cooperative relations with workmates, appropriate working environment, ensuring opportunities for social development, doing group work, giving important and appropriate works in accordance with employee's skills and work rotation. Ölçer stressed that there is a meaningful relation in a positive way between motivation level and performance level. A study on fast food industry conducted by Hossain (2011) found several different factors according to the order of importance- Good wages, overall job security, training and development, benefits, evaluating

performance fairly, accepts mistakes positively, availability of logistics supports, opportunities for career growth and development, flexible working hour, recognition, challenging work, reasonableness in work. Based on extensive literature review, the following conceptual framework has been adapted.

2.3. Conceptual Framework

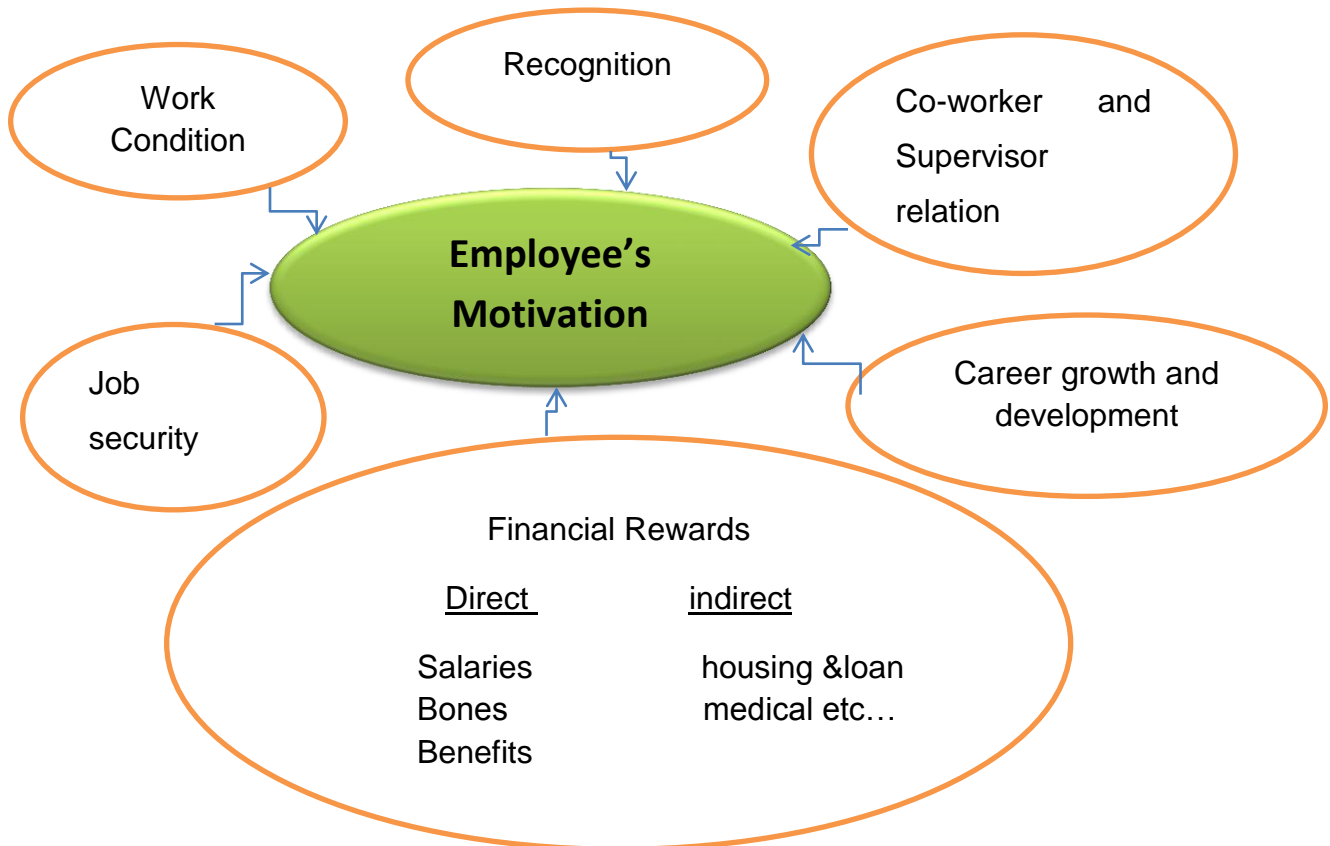


Fig .1 Research Model

Source: “related review literature”, (2020).

Figure 1; show that the financial factors, carrier growth and development, relationship with co-workers and supervisor, recognition, work condition and job security may motivational factors of employees’ in Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payer’ s branch office.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter presents the research methodology used in conducting the study. The research methodology basically “contains all of the detail on how the research was conducted” (Quinlan, 2011, p. 15). The chapter therefore focused on the research design, population and sampling techniques, data collection methods, data analysis methods as well as the research procedures.

3.2. Research Design and Approach

The major purpose of descriptive research is to describe a certain phenomenon; the descriptive research design describes the characteristics of objects people or organization (Zikimund, Babin, Carr & Griffin, and 2012:15).

The researcher adopted descriptive research design with 5 Point Likert scale and a cross-sectional study, and used both research approaches (qualitative and quantitative) to assess employee’s perception towards motivational factors of employee in Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payer’s branch office.

3.3. Population and Sampling Design

3.3.1. Target Population

A population is defined as the elements of which some study or inferences will be made (Cooper and Schindler, 2014). The target population of the study is Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payer’s branch office employees.

3.3.2. Sampling Design

Sampling refers to “any procedure that draws conclusions based on measurements of a portion of the population” (Zikmund, Babin, Carr, and Griffin, 2010, p. 658). Sampling can also be defined as the process by which part of a population was selected and conclusions from the population are drawn about the entire population (Cooper and Schindler, 2014).

3.3.2.1. Sampling Frame

A sampling frame is “a list of elements from which a sample may be drawn, also called a working population” (Zikmund, et al., 2010). Quinlan (2011) describes a sampling frame as a chart or complete list of all the individuals, case or unit within the given population. In this study, the sampling frame consisted of 266 employees from various departments at Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payer’s branch office. The list from which the sample drawn and obtained from human resource department of Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payer’s branch office.

3.3.2.2. Sample Size

A sample is defined as a subset or subgroup of the population and therefore comprises some members who are selected from it (Sekaran and Bougie, 2013).

Decisions as to “whether to work with an entire population or a sample of the population are made based on the size of the population, the time available for the research, and the requirements of the research” (Quinlan 2011, p. 208). If the researcher decides to use a sample, it is important that the sample selected and the sampling method that is used are clearly described (Quinlan). Based on the information from the data, for the population of 266 at 5% margin of error and 95% confidence level the sample size is 160.

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

Where n= sample size, N = population size, e = level of precision given that 95% confidence level and p = ±5% are assumed.

$$\begin{aligned} n &= 266/1+ 266(0.05)^2 \\ &= 160 \end{aligned}$$

3.3.2.3. Sampling Technique

Sampling technique can further be divided into “two broad categories, probability and non-probability samples” (Ghauri and Gronhaug, 2010, p. 139).

“In probability sampling, the elements in the population have some known, nonzero chance or probability of being selected as sample subjects and in the non-probability sampling, the

elements do not have a known or predetermined chance of being selected as subjects” (Sekaran and Bougie, 2013, p. 245).

This study used a probability sampling; proportionate stratified sampling technique by department which is the number of sampling units drawn from each stratum is in proportion to the population size of that stratum which is the required number of subjects for the sample. To select the actual respondents, the researcher used simple random sampling techniques. The sample size of this study’s distribution is as follows

Table 1 Sample Size Distribution

Department	Target population	percentage	Sample size
Tax complaints	5	1.88	3
Plan & budget	5	1.88	3
Ethical surveillance	2	0.75	1
Asset management & general service	34	12.78	20
Tax information management	67	25.19	40
Income account management	28	10.52	17
Tax payment & tuition	11	4.13	7
Human Resource & Administration	3	1.12	2
Tax deduction & collection	30	11.27	18
Customer Service	42	15.78	25
Finance & purchase	11	4.13	7
Tax intelligence	12	4.5	7
C.E.O (managers)	8	3	5
Internal Audit	3	1.12	2
IT	5	1.88	3
TOTAL	266	100	160

Source: primary data

3.4. Source of Data

The study used both primary and secondary data sources. Primary sources of data were gathered from respondents. A questionnaire prepared to get idea about perception towards employee’s motivation in Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payer’s branch office. Secondary sources of data had also collected from different books, journals and documents related with, employee motivation.

3.5. Data Collection Methods

The type of data used in the study was primary data which assisted in answering the research questions. According to Ghauri and Gronhaug (2010), primary data have the advantage of being collected for a particular project that is at hand and are therefore more consistent with research questions and objectives. Ghauri and Gronhaug also state that ‘data on motivation’ which is one type of primary data provides information that can help in understanding the motives that influence behavior towards a particular issue. Data collection can be done in various ways and in different settings such as field or in a lab and from many different sources according to Sekaran and Bougie (2013).

“Data collection methods include interviews (face-to-face interviews, telephone interviews, computer-assisted interviews, and interviews through electronic media); observation of individuals and events, with or without videotaping or audio recording; questionnaires, which can be personally administered, sent through the mail, or electronically administered; and a variety of motivational techniques such as projective tests. Interviewing, observing people and phenomenon, and administering questionnaires are the three main data collection methods in survey research” (Sekaran and Bougie, 2013, p. 116).

The primary data which are used in the study was used a structured questionnaire method to collect the data.” Questionnaires are generally highly structured data collection instruments “(Quinlan, 2011, p. 223). Questionnaires enabled the researcher collect a large number of quantitative data (Sekaran and Bougie, 2013) hence attaining the most information possible. The questionnaires used consist of both open ended (which allow respondents to express themselves) and closed questions (for example yes/no responses), (Quinlan, 2011, p. 223).

In this study the researcher questions presented in the form of statements on a 1-5 scale ranging from 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, and 1=strongly disagree. The questionnaire developed in English and the questionnaire was divided into two (2) parts each deal with the individual research questions: part I -General Information and part II - Survey of perceptions towards motivational factors of employee, in this part have the different motivational factors of employee such as financial reward, co-worker and supervision, recognition, work condition and job security etc. The qualitative data was collected though interview with the managers of the company.

3.6. Validity and Reliability

3.6.1. Validity

Validity defined as the extent to which data collection method or methods accurately measure what they intend to measure. To ensure the validity of the study: Data has collected from the reliable sources, i.e. respondents in ERCA Bole sub city small tax payer's branch office, and the study examined by the advisor and other colleagues to determine its clarity.

3.6.2. Reliability

Reliability of the primary data is very important because the study mainly depend upon the respondent's opinion. To ensure the reliability of the response the internal consistency of items measuring the level of homogeneity of measures in the instrument and reliability over and over groups of respondents. The study measured the reliability of the questionnaire and organized by calculating Cronbach's alpha with all variable using SPSS.

3.7. Data Analysis Techniques

The researcher used descriptive data analyzing method to analyze the collected data and data collected through questionnaires. The collecting data has clearly presented by using tables articulate in the form of frequency, percentage, mean and standard deviation by SPSS.

3.8. Ethical Considerations

Research, as a scientific process and activity, has get its own basic ethical conducts that shouldn't be compromising at all levels. For instance, any source that is quoting and use as essential part of the study was cited. That means, acknowledging the authors of books and articles is necessary. Moreover, the data was gathered from the appropriate and relevant sources. Therefore, with respect to the current study, the researcher was respect and complied with existing ethical principles to make the research credible and acceptable by the academic communities and users of the result.

The confidentiality of participants' (managers, union leaders and employees) maintained in that their names; addresses, signature and their roles in company not appeared and filled in the questionnaire. In addition, respondents fully volunteered to participate in the study and their rights/privacy was respected. The researcher presented the findings of the study without any distortion of the reality.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.1. Data Presentation and Analysis

The data after collection has been processed and analyzed in accordance with the outline and down for the purpose at the time of developing research plan. Technically speaking, processing implies editing, coding, classification and tabulation of collected data so that they are amenable to analysis.

The analysis is based on the information obtained from 160 employees. In order to get a representative data, 160 questionnaires were developed and distributed to employees of Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office. Out of these 160 questionnaires distributed to the respondents, all questionnaires were collected. Thus, the analysis is based on the valid 160 questionnaires responded by employees.

4.2. Reliability of the Instrument

According to Bhattacharjee (2012), reliability is the degree to which the measure of a construct is consistent or dependable. This research has administered the most commonly used internal consistency reliability measure of Cronbach's alpha which was originally designed by Lee Cronbach in 1951. According to Sekaran (2003), reliabilities less than 0.6 are considered to be poor, those in the 0.7 range to be acceptable and those over 0.8 are good. The reliability coefficient closer to 1 is better.

Table 2 Reliability Coefficients

Variable	Cronbach's Alpha	Item
Financial	.744	5
Carrier growth and development	.85	5
Co-worker and supervision	.835	4
Recognition	.815	4
Work condition	.748	3
Job security	.726	4

Source: own survey, (2020)

Table 4.1 shows that instrument used in this study was reliable with Cronbach’s alpha value of 1st variable (financial factors) 0.744, with Cronbach’s alpha value of 2nd variable (Carrier growth and development) 0.85, with Cronbach’s alpha value of 3rd variable (co-worker and supervisor) 0.835, with Cronbach’s alpha value of 4th variable (Recognition) 0.815, with Cronbach’s alpha value of 5th variable (Work condition) 0.748 and with Cronbach’s alpha value of 6th variable (job security) 0.726. Consequently, as all the coefficients are above 0.6 and the three are above to 0.8, the overall reliability of coefficients is considered as better.

4.3. Personal Information of Respondents

Table 3 Frequency Distribution of Demographic Variables

		Count	Row N %
Gender	male	112	70
	female	48	30
Age	20-30	41	25.62
	31-40	72	45
	41-50	41	25.62
	Above 50	6	3.76
Educational background	Diploma	28	17.5
	Under graduate	95	59.37
	Graduate and above	37	23.13
Number of years in the company (experience)	2 years	29	18.12
	3 years	48	30
	4 years	49	30.63
	5 years and above	34	21.25
Current job position	management	5	3.15
	middle management	25	15.62
	supervisor	1	0.63
	staff	129	80.62

Source: own survey, (2020)

The survey on personal information of the respondents constituted of gender, age distributions, educational background, work experience and current job position of respondents. As per the table 4.2 above, it can be understood that, out of the total population size of 160, 70% of the respondents were found to be male employees, with the females constituting 30%. This means majority of the employees who were working in the Ethiopian Revenue and Customs Authority

(ERCA) Bole sub city small tax payer's branch office were male. The reason might be the attraction of male to such work environment.

The table 4.2 above also presents the age of Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office employees confirms the fact that (45%) falls into 31 to 40 years old category which is the largest group, the group from 20 to 30 years and 41 to 50 old employees constitutes (25.62%) each the next largest group of employees in the organization, and the rest (3.76%). This implies that many of the employees working in the organization are youngsters.

According to the above table 95(59.37%) are under graduate holders (degree). In comparison, 37(23.13%) and 28(17.5%) are graduate and above, and diploma holders respectively. From the finding it is possible to recommend that the organization should extend the qualification of the employee to graduate and above, but this can be presumed to be one part of motivation and can serve as a strategic tool that create a good image in the mind of every employee.

The table above shows that the respondents numbered of 29(18.12) have served the organization for 2 years, 48(30%) of respondents have stayed 3 years in the organization, 49(30.63%) have served the organization for 4 years and 34(21.25%) of respondents have served the organization 5 years and above. This category of employees has got significant influence and they happen to have worked for the organization for an appreciable period of time. Due to their high experience, majority of the respondents 51.88% served the organization for 4 years and above, they are highly experienced with regard to the motivational factors. On the other hand, 48.12% of the employee does not work beyond 3 years or more. This could be due to the low level of motivational factor in the organization.

The above table also shows 129 (80.62%) were staff, as compared to other categories namely, middle management 25(15.62%), management 9(5.75%), while 1(0.63%) of respondents were supervisor. This denotes that, by the type of positions they assumed the majority of respondents were staff and it could be due to the lack of motivational factor carrier growth and development of the organization.

4.4. Descriptive Statistics Analysis

This section presented the employees' perception towards motivational factors in Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office. Motivational factors are composed of financial rewards/factor, carrier growth and development, co-worker and supervisor, recognition, work condition and job security. The respondents were asked to rate each statement concerning their perception of these factors.

As stated in the research methodology, Likert scale was used to measure the influence of motivational factors for building employee's motivation. The researcher has explored employee's perception levels towards motivational factors in Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office.

The degree of motivation towards motivational factors is set from 1 to 5 (5 is the highest motivation whereas, 1 is the lowest motivation).

The translation of level ranking is analyzed based on the following criteria of employees' satisfaction designed by Best (1977: 174).

The score between 1.00-1.80 mean lowest motivation/satisfaction level (Lowest)

The score between 1.81- 2.61 mean low motivation /satisfaction level (Low)

The score between 2.62- 3.41 mean average motivation /satisfaction level (Average)

The score between 3.42- 4.21 mean good motivation /satisfaction level (High)

The score between 4.22- 5.00 mean very good motivation /satisfaction level (Highest).

4.4.1. Perceptions of ERCA Bole Sub City Small Tax Payer’s Branch Office Employees towards Financial Reward

Table 4 the Perceptions of Employees towards Financial Reward

Financial reward statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Your organization pays fair payment for you	Count	8	34	14	74	30	3.52	1.16
	Row N %	5	21	9	46	19		
The organization has bonus payment system based on performance	Count	33	68	36	6	17	2.41	1.17
	Row N %	21	43	23	4	11		
Financial rewards of your company motivate you at a higher level	Count	30	44	33	41	12	2.76	1.23
	Row N %	19	28	21	26	8		
Your organization have good monetary compensation salary structure	Count	15	37	40	51	16	3.10	1.15
	Row N %	9	23	25	32	10		
Your organization has attractive incentive plan (like, commission, overtime work. etc.)	Count	61	40	32	23	4	2.18	1.16
	Row N %	38	25	20	14	3		
Grand Mean (Grand mean is mean of the mean i.e.13.97/5=2.79)							2.79	1.17

Source: own survey, (2020)

As presented on table 4.3 34(21%) and 8(5%) disagree and strongly disagree respectively, the respondents indicated they are not satisfied with the payment provided by the company. 14(9%) were neutral to the statement and 74(46%) and 30(19%) of the respondents agree and strongly agree to the statement that they are satisfied with the payment they are receiving. The mean and SD value show 3.52 and 1.16 respectively indicating that majority of the respondents are satisfied with the organization payment.

When asked to rate whether “the organization has bonus payment system based on performance” Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer’s branch

office, 33(21%) and 68 (43%) the respondents strongly disagree and disagree respectively that there is bonus payment system based on performance and 6(4%) and 17(11%) of the respondents agree and strongly agree respectively that there is bonus payment system based on performance. The remaining 36(23%) are neutral. Here, we can observe that the majority of the respondents don't believe there is bonus payment system based on performance system. 2.41 (mean) and 1.17 (SD) show that there is not bonus payment system based on performance in Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office. Employees should have the perception of being bonus payment system based on performance within the Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office in order to motivate them to exert enough effort into their work but this numbers shows otherwise.

The above table also shows 30(19%) and 44 (28%) the respondents strongly disagree and disagree with the "Financial rewards of your company motivate you at a higher level" in Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office, 41(26%) and 12 (8%) of the respondents agree and strongly agree respectively that the financial reward motivate them at a higher level. The remaining 33(21%) are neutral. Here, we can observe that the respondents believe the "Financial rewards of the company motivate them at a higher level" is closely to moderately level. 2.76 (mean) and 1.23 (SD) show that the financial rewards of the organization motivate them moderately level in Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office.

The above table also shows 15(9%) and 37 (23%) the respondents strongly disagree and disagree with the question "Your organization have good monetary compensation salary structure" in Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office, 51(32%) and 16 (10%) of the respondents agree and strongly agree respectively that the monetary compensation structure. The remaining 40(25%) are neutral. Here, we can observe that the respondents believe that the organization have moderately monetary compensation salary structure. 3.10 (mean) and 1.15 (SD) show that the monetary compensation structure is moderately level in Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office. In this case organization should evaluate the monetary compensation structure and take the necessary action to improve the practice.

As table 4.3 indicated, 61(38%), 40(25%) strongly disagree and disagree with the incentive plan of the organization, 23(14%) 4(3%) of the respondents agree and strongly agree respectively for the statement that your organization has attractive incentive plan (like, commission, overtime work. etc.). 32(20%) of the respondents are neutral to it. This indicates majority of the respondents are not agreed with incentive plan of the organization. The 2.18 mean and SD and 1.16 respectively show that the organization has not attractive incentive plan (like, commission, overtime work. etc.). The organization incentive plan is not up to date and improved to meet the recent competitive mark, If employees are not satisfied with the incentive plan (like, commission, overtime work. etc.) they are gaining, they may look for another organization to fulfill this need, the organization should evaluate the incentive plan and take the necessary action to improve the practice. The organization should evaluate its benefit package and take the necessary action to improve the practice.

Finally,” to see the level of employee motivation towards financial reward as a motivational factor in ERCA Bole sub city small tax payer’s branch office”, the grand mean and SD shows 2.79 and 1.17 respectively. According to Best, 1977, as cited by Meseret, 2015 noticed that the grand mean placed between 2.62- 3.41 indicates that employees of the organization motivated by the financial reward on average level and the organization still need to improve the financial reward systems. This result substantiates Herzberg’s two factor theory which states that financial rewards are the hygiene factor which can prevent employee’s dissatisfaction only but do not necessarily motivate them. However, fair payments and good incentives should be provided with the aim of attracting and retaining qualified people and organizations should not rely only on salary, bonus and other monetary and non-monetary incentives to motivate the diverse work force.

4.4.2. Perceptions of ERCA Bole Sub City Small Tax Payer’s Branch Office Employees towards Career Growth and Development

Table 5 the Perception of Employees towards Career Growth and Development

career growth and development statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
The organization provides opportunities for your career growth and development	Count	14	84	15	44	3	2.61	1.04
	Row N %	9	53	9	28	2		
Your organization provide you appropriate training Program relating to your jobs.	Count	57	25	33	30	15	2.51	1.38
	Row N %	36	16	21	19	9		
Progress review of your company helps you to learn from the experience	Count	16	47	38	47	12	2.95	1.13
	Row N %	10	29	24	29	8		
Your personal development goals in your organization is good	Count	36	28	36	42	18	2.86	1.33
	Row N %	23	18	23	26	11		
You are feeling develop the skills you need in your organization	Count	17	38	30	60	15	3.11	1.18
	Row N %	11	24	19	38	9		
Grand Mean							2.80	1.21

Source: own survey, (2020)

A series of five questions were asked and the result is presented for each items.

When asked whether they believe that the organization provides opportunities for career growth and development to advance to a better, the majority 14 (9%) strongly disagree 84(53%) disagree of the respondents to the opportunities for carrier growth and development, 15(9%) neutral to the opportunities to advance to a better position while 44(28%) agree and 3(2%) strongly agree. The mean and SD with a score of 2.6 and 1.04 respectively showing that a greater number of respondents don’t believe that there are opportunities to advance to a better position within the Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer’s branch office. If there are less opportunity to advance to a better position (career growth and development), employees may lose their motivation to put more effort in their job. Employees need to perceive that their efforts for the contribution to the productivity of the organization will help them in-turn forward a reward of one form.

The second question is asking if the organization provide them appropriate training Program relating to their jobs, 57 (36%) of the respondents strongly disagree to the statement and 25 (16%) disagree to the statement. 30(19%) of the respondents agree to the statement and 15(9%) of the respondents strongly agree and the rest 33(21%) neutral. Majority of the respondents are not agreed with the statement that the organization provide them appropriate training program relating to their job. The mean (2.51) and SD (1.38) indicates that everyone has less chance to train relating to their jobs. If the organization not provides them appropriate training Program relating to their jobs, it will lead to workplace demotivation. Employees' expect the organization to provide them appropriate training Program relating to their jobs to work effectively.

The above table also shows 16 (10%) of the respondents strongly disagree that the “progress review of your company helps you to learn from the experience”, and 47 (29%) disagree to the statement. 47 (29%) of the respondent agree to the statement and adding to that 12 (8%) of the respondents strongly agree. The rest 38(24%) of the respondents are neutral. The mean (2.95) and SD (1.13) also indicates the respondents have a neutral perception on the progress review helps you to learn from the experience in the organization. Employees perform well when they think that they have the perception that a reward will follow, if this expectation is not met employees may not exert their full potential for the work they perform and may lead higher number of unmotivated employees within the organization.

The “personal development goals in your organization is good”, 36(23%), strongly disagree and 28(18%) disagree with the statement. 42(26%) agree and 18(11%) strongly agree the remaining 36(23%) are neutral. The mean and SD score show the value of 2.86 and 1.33 respectively indicates that the respondents believe average personal development goals in their organization. Employees perform well when they know what would follow and accordingly, if the personal development goals are less achieved, they wouldn't know their career advancement procedure which is important in motivating employees. If not it may lead to a negative workplace attitude directly practices employee motivation and productivity of the organization as a whole.

“You are feeling develop the skills you need in your organization”, 17(11%) strongly disagree and 38(24%) disagree with the statement, 60(38%) agree and 15 (9%) strongly agree the rest 30(19%) were neutral to the employees are feeling develop the skills they need in their

organization. The mean (3.11) and SD (1.18) respectively showing that slightly half of the respondents have a perception that they are feeling develop the skills they need in ERCA. The organization should think on how can develop the skills needed by the employees equally for all to become all skillful and to upgrade their motivational level. Hence it is important for the motivation of the employees.

As the grand mean and SD showed 2.80 and 1.21 respectively, the career growth and development motivate the employee’s on average level. This indicates the management of the organization needs to improve the carrier growth and development system, to increase the motivation level of the employee to perform their job effectively and efficiently. This supported by Hoag and Cooper (2006), Promotion and growth policy should be matched to the need of employees.

4.4.3. Perceptions of ERCA Bole Sub City Small Tax Payer’s Branch Office Employees towards Co-Worker and Supervision Relationship

Table 6 the Perceptions of Employees towards Co-Worker and Supervision

Co-worker and supervision relationship statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
The supervision of your organization affects your motivation positively	Count	4	31	21	65	39	3.65	1.12
	Row N %	3	19	13	41	24		
Team work of your organization adds more motivation to you	Count	19	12	30	77	22	3.44	1.18
	Row N %	12	8	19	48	14		
Your level of motivation at your job is to an extent influenced by your co-worker	Count	4	23	35	68	30	3.61	1.02
	Row N %	3	14	22	43	19		
Feeling of team spirit and cooperation among co-workers and supervisor affects your motivation positively in your organization	Count	10	17	29	73	31	3.61	1.10
	Row N %	6	11	18	46	19		
Grand Mean							3.57	1.02

Source: own survey, (2020)

The above table shows whether the supervision of your organization affects your motivation positively, a question is forwarded to respondents. With this survey, 4(3%) strongly disagree and 31(19%) disagree, with the supervision of the organization affects them positively. 65(41%) and 39(24%) agree and strongly agree, with the statement supervision of your organization affects your motivation positively, the rest 21(13%) of respondents replied to be neutral. This indicates majority of the respondents are agreed the supervision in ERCA affects them positively. The mean (3.65) and SD (1.12) respectively show that supervision of ERCA is good and conclude that supervision as a strategy does not workable for employee motivation in ERCA.

On the question that the researcher is interested to acquire the reaction of targets that team work of the organization adds more motivation to employee motivation in ERCA, only 19(12%) and 12(8%) strongly disagreed and disagreed, respectively, unlike the majority 99(62%) that believed on the point, In the middle 30(19%) of the respondents preferred to take indifferent position. The mean (3.44) and SD (1.18) respectively and shows the motivation level is good. At the end, the researcher has got an evidence to conclude that Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office have good to allow and expose employees to form a team.

On the question "your level of motivation at your job is to an extent influenced by your co-worker", only 4(3%) and 23(14%) of the respondents respond that strongly disagree and disagree respectively. 68(43%) and 30(19%) agree and strongly agree respectively with the statement, and the rest 35(22%) stays indifferent. The mean and SD are 3.61, 1.02 respectively. From this the researcher can conclude majority of the respondents agree with the influence of co-worker in their motivation and the organization works well in this point.

With regard to whether feeling of team spirit and cooperation among co-workers and supervisor affects motivation positively, 10(6%) and 17(11%) of the respondents are strongly disagreed and disagreed, respectively, that the strategy does not affect motivation positively, however, 73(46%) and 31(19%) of employees have replied that feeling of team spirit and cooperation among co-workers and supervisors have effect on employee motivation. The remaining 29(18%) have reservations on the point. The mean (3.61) and SD (1.10) indicates that the organization is working well at team spirit and cooperation among co-workers and supervisor. Therefore, it can be generalized from the response that Ethiopian Revenue and Customs Authority (ERCA) Bole

sub city small tax payer’s branch office can work on building team spirit by permitting employee to work with group and co-workers and supervisors.

As the grand mean and SD score 3.57 and 1.02 respectively, indicated that the employees are happy with co-worker and supervision system of the company. This indicates that the employees don’t mind to co-worker and supervision of the company and the motivation level towards co-worker and supervision as a motivational factor is good. According to Tyilana (2005) unfavorable supervision, company policy and administration and interpersonal relationship with supervisor cause 60% job dissatisfaction. In ERCA as the result showed employees don’t mind to co-worker and supervision.

4.4.4. Perceptions of ERCA Bole Sub City Small Tax Payer’s Branch Office Employees towards Recognition

Table 7 the Perceptions of Employees towards Recognition

Recognition statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
The recognition and appreciation of your company for your contribution is good	Count	21	65	21	26	27	2.83	1.32
	Row N %	13	41	13	16	17		
Your organization gives importance to moral incentives (appreciation, respect, etc.) as well as physical incentives	Count	45	52	28	14	21	2.46	1.33
	Row N %	28	33	18	9	13		
All the time success of your organization is appreciated by concerned individual	Count	25	82	19	34	0	2.39	0.99
	Row N %	16	51	12	21	0		
Recognition is your organization culture	Count	48	38	39	29	6	2.42	1.20
	Row N %	30	24	24	18	4		
Grand Mean							2.52	1.21

Source: own survey, (2020)

In order to measure the perception of toward recognition, respondents were asked to rate whether “the recognition and appreciation of the company for their contribution is good” and 21(13%) of respondents strongly disagree and 65(41%) disagree that the recognition and appreciation of the company for their contribution. 26(16%) and 27(17%) agree and strongly agree respectively argue that the recognition and appreciation of the company for their contribution is good and 21(13%) of respondents are neutral. The mean and SD are 2.83 and 1.32 respectively. From this the respondents Shows an average motivation /satisfaction level with the recognition and

appreciation of the company for their contribution and the organization needs to upgrade to the satisfaction level of motivation.

As presented on table 4.6 show 45 (28%) and 52 (33%) of the respondents strongly disagree and disagree respectively that the organization gives importance to moral incentives (appreciation, respect, etc.) as well as physical incentives while 14(9%) agree 21(13%) that the organization gives importance to moral incentives (appreciation, respect, etc.) as well as physical incentives, and the rest 28(18%) remain neutral. The mean and SD value 2.46 and 1.13 respectively indicates that majority of the respondents disagree the organization gives importance to moral incentives (appreciation, respect, etc.) as well as physical incentives. From this the researcher concludes the organization should give attention to moral incentives (appreciation, respect, etc.) as well as physical incentives.

As can be seen from table 4.6 above, 25 (16%) and 82(51%) of the respondents strongly disagree and disagree respectively that All the time success of the organization is appreciated by concerned individual, 34(21%) of the respondents agree on the statement, All the time success of the organization is appreciated by concerned individual and the remaining 19 (12%) of the respondents are neutral. The mean and SD value of 2.39 and 0.99 respectively signify that the majority of the respondents would be motivated if they get acknowledgement and appreciated for the success of the organization by concerned individual.

“Recognition is your organization culture”, the collected data show 48(30%) strongly disagree and 38(24%) disagree whereas 29(18%) agree and 6(4%) strongly agree and the rest 39(24%) Neutral with the statement, recognition is your organization culture. The mean and SD are 2.42 and 1.20 respectively, this indicates that the respondents are not happy with recognition culture of the organization and the organization should take action in order to make employees motivate for their work.

Finally, as clearly indicated in above table, the grand mean and SD score 2.52 and 1.21 respectively shows that the employees are less motivated by the recognition as a motivational factor of the organization. This indicated that if the employees are recognized timely and effectively they could be motivated and invest their effort towards their work at the maximum level, this supports glanz, (2002) cited by Meseret 2015, Appreciation is one of the most top

desires of employees which motivate and keep them productive, enhancing the employee’s morale, which “allows them to think better of themselves and their ability to contribute towards organization goals.

4.4.5. Perceptions of ERCA Bole Sub City Small Tax Payer’s Branch Office Employees towards Work Condition

Table 8 the Perceptions of Employees towards Work Condition

Work condition statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Your organization working time is flexible and favorable for the employee. (flex-time)	Count	14	61	39	34	12	2.81	1.10
	Row N %	9	38	24	21	8		
The quality of working environment at your organization has an influence on your motivation level	Count	6	37	29	65	23	3.38	1.11
	Row N %	4	23	18	41	14		
The organization has good working environment	Count	19	55	36	34	16	2.83	1.19
	Row N %	12	34	23	21	10		
Grand Mean							3.0	1.31

Source: own survey, (2020)

As shown in the above table 4.7, 14(9%) and 61 (38%) of the respondents strongly disagree and disagree respectively for the organizations’ working time is flexible and favorable for the employee (flex-time). whereas 34(21%) agree and 12(8%) strongly agree with the statement. The remaining 39(24%) respondents were neutral to the organizations’ working time is flexible and favorable for the employee (flex-time). The mean and SD value of 2.81 and 1.10 respectively show that half of the respondents are not happy with the organizations’ working time and the organization should be flexible and favorable for the employee working time.

On the other hand, respondents were asked the quality of working environment of the organization has an influence on their motivation level. 6(4%) strongly disagree and 37(23%) of the respondents disagree respectively, that the quality of working environment of the organization has an influence on their motivation level. 65(41%) and 23(14%) of the respondent agree and strongly agree. The remaining 29 (18%) was neutral. The mean and SD of value 3.39 and 1.11 respectively show that employees have an average motivation /satisfaction level with quality of working environment at their organization.

Table 4.7 above also shows, 19(12%) of respondents strongly disagreed that the organization has good working environment and 55(34%) have disagreed on the point. Some 36(23%) were indifferent to decide. On the other side, 34(21%) and 16(10%) are agreed and strongly agreed respectively with the idea and the mean and SD are 2.83 and 1.19 respectively. From this one can draw a conclusion assuring that the company has an average satisfaction level with the working environment of the organization.

Finally,” to see the employee’s perception towards work condition as a motivational factor in ERCA Bole sub city small tax payer’s branch office”, the grand mean and SD shows 3.00 and 1.31 respectively shows that the employees of the organization motivated by the work condition on average level and the organization still need to improve the work condition systems. Lin, (2007) said that “good working conditions cannot motivate the employees in themselves, but can determine the employee’s performance and productivity”. But ERCA employees respond that work condition motivates them in average level as the grand mean indicated.

4.4.6. Perceptions of ERCA Bole Sub City Small Tax Payer’s Branch Office Employees towards Job Security

Table 9 the Perceptions of Employees towards Job Security

Job security statements		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Your organization does not ordered you to do involuntary part-time work	Count	9	65	27	44	15	2.94	1.13
	Row N %	6	41	17	28	9		
Job security of the organization has a positive impact on your motivation	Count	22	17	39	47	35	3.35	1.30
	Row N %	14	11	24	29	22		
Your organization is safe from ordered you to do invisible work (illegal, undeclared)	Count	11	33	52	47	17	3.16	1.08
	Row N %	7	21	33	29	11		
You are not fired for missing work, priority replacement for vacant position, and support in case of position abolishment	Count	15	26	43	53	23	3.27	1.17
	Row N %	9	16	27	33	14		
Grand Mean							3.18	1.17

Source: own survey, (2020)

As Shown in table 4.8; 9(6%) strongly disagree and 65(41%) of the respondents disagree that the organization “does not ordered them to do involuntary part-time work”. 44(28%) of the respondents agree and 15(9%) strongly agree with the statement that the organization “does not ordered them to do involuntary part-time work, and the rest 27(17%) of the respondents are neutral. The mean and SD value of 2.94 and 1.13 respectively show that the organization orders them to do involuntary part-time work in some way and the organization should not order them to do involuntary part-time work.

When looking Job security of the organization has a positive impact on their motivation; 22 (14%) strongly disagree and 17(11%) of the respondents disagree with, Job security of the organization has a positive impact on their motivation. 47(29%) and 35(22%) are agree and strongly agree with the job security of the organization give them positive motivation, and the rest 39(24%) stayed neutral. The mean and SD value of 3.35 and 1.30 respectively, implies that job security of the organization give them positive motivation.

On the other hand, respondents were asked to rate their organization is safe from ordered them to do invisible work (illegal, undeclared), 11(7%) and 33(21%) respondents strongly disagree and disagree respectively that their organization is safe from ordered them to do invisible work (illegal, undeclared). 47(29%) and 17(11%) of the respondents agree and strongly agree respectively, to the statement that the organization is safe from ordered them to do invisible work (illegal, undeclared), and 52(33 %) respondents are neutral .The mean and SD value of 3.16 and 1.08 respectively, indicates that the organization is ordered them in some extent to do invisible work (illegal, undeclared) and the organization should not ordered them to do invisible work (illegal, undeclared even if in small extent.

In order to check the wither or not the employees are fired for missing work, priority replacement for vacant position, and support in case of position abolishment, 15(9%) and 26(16%) respondents strongly disagree and disagree respectively that the employees are fired for missing work, priority replacement for vacant position, and support in case of position abolishment. 53(33%) of respondents agree and 23(14%) strongly agree that the employees are not fired for missing work, priority replacement for vacant position, and support in case of position abolishment, and the remaining 43(27%) stayed neutral. The mean and SD value of

3.27 and 1.17 shows that the employees are fired in some extent for missing work, priority replacement for vacant position, and support in case of position abolishment.

As the grand mean and SD score 3.18 and 1.17 respectively, indicated that the employees are motivated in an average level by the job security of the company. This shows that the organization needs improvement in this area to maximize their motivation level. According to Herzberg, Job security is a hygiene factor, if there is lack of job security, job dissatisfaction will occur.

4.5. Summary of all Factors for Comparison

Table 10 Summarized Statistics of all Variables

Descriptive Statistics			
Variables	N	Mean	Std. Deviation
financial reward	160	2.7944	1.17
carrier growth and development	160	2.8088	1.21
co-worker and supervision	160	3.5781	1.02
Recognition	160	2.5250	1.21
work condition	160	3.0083	1.31
job security	160	3.1812	1.17
Valid N (list wise)	160		

Source: own survey, (2020)

From the above summarizing table, it can be clearly understood that that Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer’s branch office is working with its employees relatively in better ways in the area of co-worker and supervision (grand mean of 3.57 with SD=1.17).

In the areas of job security, working condition, carrier growth and development, and financial reward factors given an average attention as the grand mean and SD indicated in the above table, (average mean scores of 3.18, 3.01, 2.8, 2.79 and SD=1.17, 1.31, 1.21, 1.17 respectively).

Where as in the area of recognition the organization given little or low attention as the grand mean indicated (grand mean scores of 2.52 and SD = 1.21).

4.6. Qualitative Analysis of Data Collected Through Interview

The interview was made to the management in of Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office;

The first question was "Are the employees of your organization motivated to do at their work?" The responses of the management are yes they are motivated but some customers are complaining in our firm due to delaying service delivery b/s the customers are more than our capacity and they are coming at the end date of the month. This indicates the there are problems in the customer side and at the infrastructure of the organization (human resource limitation).

The second question was "How do you motivate your employees?" The strategies to motivating the employees in our company have the motivational practices on the different motivational factors of employees and it is based on management discussion. But have challenges because the employees are motivated by different motivational attitudes one may motive by recognition and the other by salary. This indicates the company needs more analyses on the need of the employees as well as trying to practice more motivational factors in the organization.

The next question was "Do you think the employees of your company are satisfied by the motivational factors practiced in your organization (financial factor, carrier growth and development, co-worker and supervision, recognition, work condition and job content)?" the response is yes we practice these motivational factors but the employees have different attitudes to these factors. This indicates the practice of these motivational factors is not analyzed based on the attitudes of employees and the organization should go farther to other motivational factors in order to improve the motivation of employees.

CHAPTER - FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This section summarizes the results and the findings based on the analysis done on the data collected from respondents. This research focuses on the assessment of employee motivation in Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office. The discussion then will try to accomplish all the objectives of the study. As a result, recommendations are given for the target company to tackle problem at hand. Limitation of the study is also one of the emphases of this chapter from which future research insights are conceived.

5.1. Summary of Major Findings

- The organization has not attractive incentive plan (like, commission, overtime work, etc.) and also the organization has not bonus payment system based on performance as the mean score indicated (2.18 and 2.41 respectively) in financial reward as a motivational factor of employee respectively.
- As the grand mean score 3.57, indicated that the employees are happy with co-worker and supervision system of the company.
- The organization doesn't provide the employee appropriate training program relating to their jobs and the organization doesn't provides opportunities for their career growth and development as the mean score 2.60 and 2.51 indicated respectively.
- The organization doesn't give importance to moral incentives (appreciation, respect, etc.) as well as physical incentives and all the time success of the organization is doesn't appreciated by concerned individual and recognition is not the organization's culture as the lowest score indicated (2.46, 2.39 and 2.42) respectively.
- As the grand mean shows 3.00 shows that the employees of the organization motivated by the work condition on average level.
- As the grand mean 3.18, indicated that the employees are motivated in an average level by the job security of the company.

5.2. Conclusions

The main objective of this study was to assess the employee motivation working in ERCA Bole sub city small tax payer's branch office. The specific objective of the study was to assess the level of employee motivation towards financial reward as a motivational factor, to identify employees motivated from career growth and development point of view as a motivational factor, to identify employees motivation from co-worker and supervisor relationship point of view, to assess the level of employee motivation towards recognition as a motivational, to identify the employee's perception towards work condition as a motivational factor and to assess the level of employee motivation towards job security as a motivational factor in ERCA Bole sub city small tax payer's branch office respectively.

Then, based on the previous section of finding and depending on the objective set, the researcher concludes that: -

- based on the finding the mean score of financial factor (2.79), the employees of ERCA Bole sub city payer's branch office has an average satisfaction level about the current practice "the level of employee motivation towards financial reward as a motivational factor", it is because that the organization is not good enough notion of being reward fit their effort and motivated them on average.
- Employees of ERCA Bole sub city payer's branch office are not satisfied enough with the carrier growth and development of the organization. The employees motivated in an average level towards the career growth and development of the organization and the organization needs improvement in this environment.
- Based on the finding the mean score of co-worker and supervision is (3.58), the employees of ERCA Bole sub city payer's branch office are agreed that the current practice of co-worker and supervision factor of motivation is good at their organization and can be conclude the employees are not motivated by co-worker and supervision. The organization needs to do further on the other areas of motivational factors.
- Based on the finding the mean score of recognition (2.57) is the lowest mean of the entire motivational factors as a motivational. The result of this survey gives us the privilege to conclude that the existing motivational practices of recognition is motivated to the

employees below an average level of motivation and this is the factor that downs the employee's motivation in ERCA Bole sub city payer's branch office.

- Finally, based on the finding of the mean score of both work condition and job security motivational factors there are an average motivational level to the employees. It can be concluded that both the factors are not good enough to motivate the employees of ERCA Bole sub city payer's branch office and the organization needs improvement in both areas.

5.3. Recommendations

After analyzing the outcome of the survey analysis, the study has recommended some of the strategies which might be effective in building positive employees' motivation towards the motivational factors. Since all variables show high motivator for employees except co-worker and supervision, then the researcher recommend the following prospects to ERCA Bole sub city payer's branch office concerned body(s) to better motivate employees.

- ✓ ERCA Bole sub city payer's branch office should focus on bonus payment system based on performance and attractive incentive plan (like, commission, overtime work. etc.) to improve the financial factor of motivation.
- ✓ The researcher suggests that the organization should focus on giving appropriate training Program relating to their jobs and providing opportunities for career growth and development.
- ✓ The organization should give importance to moral incentives (appreciation, respect, etc.) as well as physical incentives, recognize all the time success of the organization concerned individual, and making recognition as their organizational culture.
- ✓ The company should give emphasis for working time to make flexible to improve work condition and favorable and ordering employees to do voluntary part-time work to improve job security in order to motivate them to the highest level.
- ✓ ERCA Bole sub city payer's branch office should also focus on other motivational factors, apart from financial factors, carrier growth and development, co-worker and supervision, recognition, creating conducive work condition and job security to enhance its employees' motivation.

REFERENCES

Alderfer, Clayton P.,(1969).*An Empirical Test of a New Theory of human Needs; organizational behavior and Human performance*, vol.4,No-2.

Andersen, E. (2012). *Leading so people will follow*. Sanfrancisco, CA: Jossey- Bass.

ANDRONICEANU, A. (2011) *Motivation of the Human Resources for a Sustainable Organizational Development*.

Armstrong, M. (2009). *A handbook of personnel management practice*. 11th Ed. London: Koga Page Ltd.

Baron. RA, (1983), *Behavior in organizations*, Allyn& Bacon Inc., New York.

Brewster, L. Carey, P. Dowling, P. Grobler, P. Holland and S. Warnich (2003). *Contemporary .issues in human resource management: Gaining a Competitive Advantage*. 2nd edition .Cape Town: Oxford University press.

Bowen, BE & Radhakrishna, RB 1991, „Job satisfaction of agricultural education faculty: A constant phenomena”, *Journal of Agricultural Education*, vol. 32, No. 2, PP. 16-22.

Campbell, J.P. & R.D. Pritchard, 1976.*Motivation Theory in Industrial and Organizational Psychology*. Chicago, Rend.

Cole, G. A., & Kelly, P. (2011).*Management Theory and Practice (7th Ed.)*. Hampshire, UK: South-Western Cengage Learning.

Dasgupta, P. R. (2013). *Volatility of Workload on Employee Performance and Significance of Motivation: IT sector*. *International Journal of Applied Research and Studies (iJARS)-Volume 2, Issue 4 (April-2013)*, 2.

Engelberg, E., &Sjöberg, L. (2006).*Money attitudes and emotional intelligence*. *Journal of Applied Social Psychology*, 36(8), 2027-2047.

Gagné, M., &Deci, E. L. (2005).*Self- determination theory and work motivation*. *Journal of Organizational behavior*, 26(4), 331- 362.

Ghauri, P. & Gronhaug, K. (2010). *Research Methods in Business Studies (4th Ed.)*. Essex, UK: Pearson Education Limited.

Gibbons, R. (1997). *In Advances in Economics and Econometrics: Theory and Applications (vol II)*,. Cambridge University Press.

Griffin.R (2008) *Management*, Boston: Houghton Mifflin Company.

Herzberg, F, Mausner, B &Snyderman, BB (1959), *the motivation to work*, John Wiley & Sons, New York.

Hossain, M, Kamal & Hossain, Anowar, (2012), "Factors Affecting Employee's Motivation in Fast Food Industry: The Case of KFC UK LTD". *Research Journals of Economics, Business and ITC*, Vol. 5, pp. 22-29, viewed 2 November 2012.

Kinicki, A. & Fugate, M. (2012). *Organizational Behavior: Key Concepts, Skills & best Practices*. New York, NY: McGraw-Hill Irwin.

Kirmanen, S. & Salanova, A., (2010). *Employee Satisfaction and Work Motivation: Research in Prisma Mikkeli*.

Koontz, H., and Wehrich, H. (2007). *Essentials of Management*. New Delhi: Tata McGraw-Hill.

Kotter, J. P. (2012). *Leading Change*. Boston, MA: Harvard Business Review Press.

Kovach, KA 1987, "What motivates employees? Workers and supervisors give different answers", *Business Horizons*, Vol. 30, PP. 58-65.

Lai, C. (2009), *motivating employees though incentive programs*, Dissertation Thesis of Bachelor degree, Jyväskylä University of Applied sciences, retrieved from:

Linder, R, James 1998, "Understanding Employee Motivation", *Journal of Extension*, Vol. 36, No. 3, PP. 2.

Lin P Y (2007), *The Correlation Between Management and Employee Motivation in SASOL polypropylene in business*, South Africa Dissertation Thesis of Master Degree, University of Pretoria, South Africa.

Luthans, F. (2011). *Organizational Behavior: An Evidence Based Approach (12th Ed.)*.

Mak, BL & Sockel, H 2001, "A confirmatory factor analysis of IS employee motivation and retention", *Information & Management*, Vol. 38, No. 5, PP. 265-276 New York, NY: McGraw-Hill Companies Inc.

Maslow, AH 1943, "A theory of human motivation", *Psychological Review*, July 1943, PP. 370-396.

McConnell, C, (2006). *Employee Recognition: What, Why and How*, retrieve from: <http://www.nfib.com>

McShane, S.L., & Von Glinow, M.A. (2011). *Organizational Behavior (5th Ed.)*. New York, NY: McGraw-Hill Irwin Inc.

Mullins, L. J. (2010). *Management & Organizational Behavior (9th Ed.)*. Essex, England: Pearson Education Limited.

Newstrom, J. W. (2011). *Organizational Behavior: Human Behavior at Work (13th Ed.)*. New York, NY: McGraw-Hill/Irwin.

Nohria, N., Groysberg, B., & Lee, L. (2008). *Employee motivation: A powerful new model*. *Harvard Business Review*, 86(7/8), 78.

Ölçer.F.,2005”Departmanlımağazalardamotivasyonüzerinebiraraştırma”,Erciyes Üniversitesi İktisadiveİdari Bilimler Fakültesi Dergisi, Vol. 25, PP. 1-26.

Petcharak, P. (2002), *the assessment of motivation in the Saint Paul Hotel employees, thesis paper of master’s Degree, University of Wisconsin Stout*, retrieved from: <http://www2.uwstout.edu/content/lib/thesis>.

Phillips, J.M., & Gully, S.M. (2012).*Organizational Behavior: Tools for Success*. South-Western Cengage Learning.

Quinlan, C. (2011). *Business Research Methods*. Hampshire, UK: South-Western Cengage Learning.

Robbins, S.P., & Judge, T.A. (2010). *Essentials of Organizational Behavior (10th Ed.)*. Upper Saddle River, NJ: Prentice Hall.

Sekaran, U. & Bougie, R. (2013). *Research Methods for Business: A skill- Building Approach (6th Ed.)*. West Sussex, UK: John Wiley & Sons.

Thompson, J., & Martin, F. (2010). *Strategic Management: Awareness & Change (6th Ed.)*. Hampshire, UK: South Western Cengage Learning.

Tyilana X. (2005). *the impact of motivation on job satisfaction among Employees of a National Broadcaster, Dissertation thesis of Master Degree, University of Johannesburg, South Africa*, retrieved from; <http://elmurobbie.files.wordpress.com>
www.Businessinsider.com

Zikmund, W.G., et al., (2010). *Business Research Methods*. Hampshire, UK: South-Western Cengage Learning.

Appendix



St. Mary's University
ተደባተ ግርያም
የኢየሱስ ግብርብ
Committed to Excellence

SCHOOL OF GRADUATE STUDIES

MASTERS OF BUSINESS ADMINISTRATION

Questionnaire

Dear respondent

I am a final your MBA student at St Mary's University, school of graduate studies. As part of the requirements in completion of the MBA program, I am undertaking a research on assessment of employee motivation in Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office. To this end, I will collect data from employees working in Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer's branch office. You will select as a valuable participant for this research. In order for the research to yield a valid result, it is important that answer all question as honestly and truthfully as possible.

Thank you in advance for your willingness to participate in this study.

NB:

- No need to write your name
- Put (√) inside the box or table for alternative you think is right.

Part I. Personal information

1. Gender: male female

2. Age: 20-30 31-40 41-50 Above 50

3. Educational background: Certificate Diploma
Under graduate Graduate and above

4. Number of years in the company (experience)

2 years 3 years
4 years 5years and above

5. Current job position: Management Middle management
Supervisor Staff

Part II: Survey of your perceptions towards motivational factors that affect employee’s satisfaction.

This survey deals with your opinion in Ethiopian Revenue and Customs Authority (ERCA) Bole sub city small tax payer’s branch office motivation System. Please show the extent to which you perceive the organization’s motivational factors. There is no right or wrong answers all I am interested in is a number that best show your perceptions towards the motivational factor in the organization. Based on this please put a tick (√) in the boxes which mostly explain your attitudes or perception towards motivational factors.

The score levels are described as:

- 1-Strongly Disagree 2- Disagree
- 3- Neutral 4- Agree
- 5- Strongly Agree

Note that: (SD=Strongly Disagree, D= disagree, SA= Strongly Agree, N=Neutral & A=Agree)

No	Motivational factors	Scales				
		SD	D	N	A	SA
Financial reward						
1	Your organization pays fair payment for you					
2	The organization has bonus payment system based on performance					
3	Financial rewards of your company motivate you at a higher level					
4	Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payers’ branch office have good monetary compensation salary structure					
5	Your organization has attractive incentive plan (like, commission, overtime work. etc.)					

Non- Financial factors					
	Career Growth and development				
6	The organization provides opportunities for your career growth and development				
7	Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payers' branch office provide you appropriate training Program relating to your jobs.				
8	Progress review of your company helps you to learn from the experience				
9	Your personal development goals in your organization is good				
10	You are feeling develop the skills you need in Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payers' branch office				
	Co-worker and supervision	S	D	N	A
		D			SA
11	The supervision of your organization affects your motivation positively				
12	Team work of your organization adds more motivation to you				
13	Your level of motivation at your job is to an extent influenced by your co-worker				
14	Feeling of team spirit and cooperation among co-workers and supervisor affects your motivation positively in your organization				
	Recognition				
15	The recognition and appreciation of your company for your contribution is good				
16	Your organization gives importance to moral incentives (appreciation, respect, etc.) as well as physical incentives				
17	All the time success of your organization is appreciated by concerned individual				
18	Recognition is your organization culture				

	Work condition					
19	Ethiopian Revenues and Customs Authority (ERCA) Bole sub city small tax payers' branch office working time is flexible and favorable for the employee. (flex-time)					
20	The quality of working environment at your organization has an influence on your motivation level					
21	The organization has good working environment					
	Job security					
22	Your organization does not ordered you to do involuntary part-time work					
23	Job security of the organization has a positive impact on your motivation					
24	Your organization is safe from ordered you to do invisible work (illegal, undeclared)					
25	You are not fired for missing work, priority replacement for vacant position, and support in case of position abolishment					

If you have any comment regarding employee motivation, please mention it.

Thank you for the time you have spent in completing this questionnaire!

Part III. Interview Guide

- Are the employees of your organization motivated to do at their work?
- How do you motivate your employees?
- Do you think the employees of your company are satisfied by the motivational factors practiced in your organization (financial factor, carrier growth and development, co-worker and supervision, recognition, work condition and job content)?
- Is there anything else you want to add not discussed during the interview?