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ASSESSMENT OF MOTIVATIONAL PRACTICES AND THEIR IMPLICATIONS TOWARD EMPLOYEES COMMITMENT: THE CASE OF ETHIOPIAN RED CROSS SOCIETY

BY

MISRAK MERSHA ZELEKE

JULY 2020

ADDIS ABABA, ETHIOPIA

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LIST OF ACRONYMS/ABBREVIATIONS

ERCS: -   Ethiopian Red Cross Society

HQ: -   Head Quarter

SHRM: -   Society for Human Resource Management

SPSS: -   Statistical Package for Social Sciences

EC: -   Ethiopian Calendar

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ABSTRACT

The purpose of this study is to assess motivational practices and their implication towards employee's commitment at the ERCS. To this end, a descriptive survey design involving both qualitative and quantitative approach was employed to answer the stated research questions. The study used both primary and secondary data sources. The required data for this study were collected via questionnaire and interview. The participants of the study were selected using stratified sampling method. Data were analyzed using both qualitative and quantitative data analysis methods. The data collected through interviews were analyzed qualitatively by using narrative data analysis method. As far as quantitative data is concerned Pearson Correlation analysis was calculated to assess the relationship between the variables of the study. The findings of the study indicated that employees were moderately satisfied when they were awarded intrinsically especially working for the humanitarian organization, and dissatisfied with extrinsic motivation practiced by the society, such as salary, getting promotion, long term training, and remuneration package . In general, the result of the finding indicated that motivational factors have significant impact on employee's level of commitment in ERCS. This study hereby has recommended that the management teams in organizations should carry out a thorough study on the various motivational tools that can appeal and motivate their employees. ERCS should revisit its extrinsic motivational scheme to compute with other humanitarian organizations and to bring satisfaction to its employees.

This chapter discussed the background of the study, statement of the problem, objectives of the study, definition of terms, significance of the study, scope of the study, limitations of the Study, and organization of the Study.

1.1 Background of the study

Every human being needs to be motivated in one way or another. Many managers and leaders spend a great time on how to motivate employees. They inform and explain the organization vision to employees and influence them to behave in a way that ensures achievement of organizational goal, through motivation. Effective motivation is essential for the performance of any organization and a vital tool in human resource management. Without motivation, employees cannot perform their work to the expectation of the management. Employees are motivated to obtain outcome at work that will satisfy their needs. In order to motivate a person to contribute valuable inputs to a job and perform at a high level, a manager must determine what needs the person is trying to satisfy at work and ensure that the person receives outcomes that help to satisfy those needs when the person performs at a high level and helps the organization achieve its goal (Vroom, 1960).

Employees are very important inputs in the production process and service delivery in any given organisation. Their skills, roles, and satisfaction at the place of work influence the competitive edge of the organisation within the industry. For employees to play their part effectively, it is important that they are satisfied, motivated and managed in a way that enhances their level of engagement and commitment with the employer. A well-managed and effective organization makes sure that there is communication, cooperation and sense of commitment and also satisfaction among workers. For the sake of making employees satisfied and committed to their jobs, there is necessity for strong and effective motivation at different levels (Tella, 2007).

According to Deckers (2010), there are two types of motivation, extrinsic and intrinsic; extrinsic sources of motivation are a result of the environment outside the individual, it includes rewards such as money, social recognition or praise. On the other hand, intrinsic sources of motivation encompass those that arise from within the individual such as biological attributes and psychological depositions. Motivation deals with everything that a manager knows to affect the direction and rate of individual's behaviour towards commitment. Building a

committed and motivated workforce is considered as the main objective, and a key to success in the competitive environment (Mohsen et al., 2004).

Organization commitment is defined as the employees feeling of obligation to stay with the organization (Allen and Meyer, 1990). A pioneer in the area of commitment, Becker (1960) identified the challenges associated with defining organizational commitment and proposed one of the first theories on the concept of commitment. Since Becker's 1960 landmark paper, many psychologists and sociologists have refined the concept of commitment and proposed their own theories. A well-known model proposed by Allen and Meyer (1990) proposes that there are three components of organizational commitment, namely, affective, continuous and normative commitment. As described by Allen and Meyer, the affective commitment refers to the employee's emotional attachment to, identification with and involvement in the organization. The continuous commitment refers to commitment based on the costs that the employee associates with leaving the organization. The normative commitment refers to the employee's feeling of obligation to remain with the organization.

For an organisation to become competitive and cope up with or take advantage of the change in the business environment, it has to formulate a corporate strategy that will enable to motivate its employees to response to changes and deliver quality service and product to its customers (Hack man & Oldham, 1976).

This research was conducted within the context of the ERCS which is an independent organization established and recognized by law. It is constituted through a national charter, which was last revised and adopted by the Parliament in 1999. It is not a governmental organization but plays an auxiliary role to the government. This means that the ERCS provides support and plays a supplementary role to the government's humanitarian efforts in alleviating the vulnerability of the people. In other words, the ERCS tries to fill in the gap where the government has limited capacity. The President of the Federal Republic of Ethiopia is the Patron of the national society. As a member of the International Red Cross and Red Crescent Movement, it benefits from partnerships at national and international levels through mobilization of resources (ERCS magazine, 2015).

To achieve organizational objectives, managers to consider the motivational factors that enhance organizational commitment by motivating employee, turnover, absenteeism and also it improves relationship and performance of the organization. ERCS is an auxiliary to the government that was established in the country by helping and giving service for all people without any discrimination. The income sources of ERCS are different international donors, members of volunteers, governments and other income generating entities within the society. Thus, the salary and other benefit packages are determined based on budget availability.

1.2 Statement of the problem

Managing people at work is an essential part of the management process. Obviously, employees are very important for the organizations, and there is need to know that organization and employees are same, and they have same worth for each other. Such type of organizations cares about its employees who are the fundamental source of improvement instead of looking towards their capital investment. A well-managed and effective organization makes sure that there is communication, cooperation and sense of commitment and also satisfaction among workers (Tella, 2007)

According to Irefin and Mechanic (2014), employees' commitment is base for achieving organizational successes. Individuals in low level of commitment do only enough to work by them or what expected from them. They do not place their heart into the job and mission of the organization. They seem to be more focused with private success than with the success of the organization as a whole. People with low level of commitment more likely to consider themselves as outsiders and not as long-term members of the organization. A striking job offer elsewhere is very likely to result in their departure. In opposite side, employees with high commitment to an organization see themselves as a vital element of the organization. Anything that threatens the organization is an imminent danger to them as well. Such employees become creatively involved in the organization's values and mission, and constantly think about ways to do their jobs better. Committed human resources work for the institute as if the organization belongs to them.

Studies show that intrinsic motivation and extrinsic motivation have different impacts on organizational commitment. For example, Currivans (2000) notes that extrinsic motivation is not related with organizational commitment, while Meyer and Allen (1997) write that extrinsic motivation may affect organizational commitment. On other hand Driscoll and Randall (1999) show that intrinsic motivation is positively associated with affective commitment. Johnson (2011) also describes that intrinsic motivation is positively related to organizational commitment, but, they have not differentiated the components of organizational commitment.

With this regard, due to multi-dimensional concept of motivation and commitment, this study tried to reveal what motivated employees working in ERCS which involved both intrinsic and extrinsic motivations in the development of organisational commitment. It also tried to figure out employee's perceptions based on existing motivational schemes adopted by ERCS and assess motivational practices that are being implemented in ERCS and its implication towards employee's commitment at the workplace. As per the internal document, ERCS uses both intrinsic and extrinsic motivational factors on its employees to enhance its employee's performance

and organizational commitment. These are: providing staff capacity building, good working environment, mission and vision, covering medical and life insurance, proper assignment of duties and responsibilities, salary increment in timely basis, provide cars and fuel for top management.

1.3 Research questions

The research questions that generated the data were:
   i.   What are the perceived evidences of employees about motivational schemes at ERCS?
   ii.   What is the level of work commitment of employees at ERCS?
   iii. What relationships exist between motivational schemes and employees work commitment?
   iv.   What are the challenges of the management for the existing motivational schemes and its implications on employees` commitment?

1.4 Objectives of the Study

The main objective of this study was to assess the motivational practices and their implications towards employee's commitment at ERCS.

Thus, this study addresses the following specific objectives:
   i.   To examine the employees` perceptions about the motivational schemes adopted by ERCS.
   ii.   To determine the employees` level of commitment at ERCS.
   iii. To show the relationship between motivation and employee commitment.
   iv.   To examine the challenge of the management for the existing motivational schemes.

1.5 Significance of the study

The main objective of this study was to assess the motivational practices and their implications towards employee's commitment. To this end, the researcher hoped that the findings of this study may have immense value for ERCS to revaluate the motivational scheme and enhance employee's level of commitment. It may also help the organization to overcome problems linked with motivational practices.

Moreover, the result of the study would have vital role in creating awareness to the management of ERCS and about the most determinant variables that could influence the commitment level of employees toward their work.

1.6 Delimitation of the Study

This study assessed the motivational practices and their implication towards employee`s commitment in ERCS at Head Quarter office. Due to the large number of potential participants in the study population, the population involved in the current study focused only on members located within Head Quarter office. Thus, this allowed the researcher to carry out an in-depth investigation and use available time and resources efficiently. Moreover, majority of employees working at the HQ level are permanent staff compared with other branches.

1.7 Operational Definitions of key terms

- ✓ **Assessment**: refers to the collection of relevant information that may be relied on for making decisions. Fenton (1996).
- ✓ **Motivation:** refers to a force that originates individuals to take actions to accomplish personal and organizational goals (Amebile, 1993). Moreover, motivation it is the set of forces that causes people to engage in one behaviour, rather than some other alternative behaviour. (Griffin and Moorhead, 2009).
- ✓ **Commitment**: defined by Meyer & Herscovitch (2001) as 'a force that binds an individual to a course of action that is of relevance to a particular target'
- ✓ **Employee Commitment:** it is a psychological state that binds an individual to the organization. These psychological states depend on the involvement, loyalty and belief in organizational values of employees Allen & Meyer (1990)
- ✓ **Organisational Commitment**: it is a psychological state that binds the individual to the organization Allen and Meyer (1990).

1.8 Organization of the paper

This research paper has been organized in five chapters. The first chapter is an introductory part, which includes statement of the problem, objective, significance, definition of terms, scope & limitation of the research. Chapter two begins by discussing the most influential theories of motivation within psychological theories. It then focuses on explaining the impact of intrinsic and extrinsic motivations. Chapter three describes the design of the study, the instruments used and the different stages of the research. After that, chapter four presents the results and discusses the main findings of both the quantitative and qualitative data. The last chapter provides a summary of the research as well as conclusions and recommendations based on the findings.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

The theoretical framework is a fundamental part of every study since it contributes as a crucial role in orienting to the whole processes of the research. It does not only help the researcher to see thoroughly the variables but also provides a framework for data analysis (Mehta 2013). In the beginning of this chapter, overview of ERCS, definition of motivation and its concepts and types of motivation are introduced. Next, the motivation theories of Abraham Maslow, Frederik Herzberg, Victor Vroom and motivational practice in ERCS are explained in detail to bring insight on employees' motivation and understanding of different motivational theories, which act as a base for this study. Afterward, definition of commitment and its concepts, organisational commitment and its models are also explained. Finally, based on the theoretical perspectives reviewed the researcher try to draw conceptual framework of the study at the end of this chapter.

2.1 Overview of ERCS

The ERCS was established by government decree on 8 July 1935 in the aftermath of the second Italian aggression over Ethiopia. ERCS began by providing humanitarian services to wounded soldiers and civilian victims. That same year on the 25 September 1935, ERCS was officially recognized as the 48th member of the International Federation of Red Cross and Red Crescent Societies. (ERCS magazine, 2019)

ERCS is auxiliary to the government and yet it is an independent humanitarian organization. It was established and recognized by law through a National Charter adopted in 31 October 1947. The Charter has undergone various parliamentary revisions, the last being in 1999. The current Charter was endorsed by the Parliament in January 2018 (ERCS magazine, 2019).

The ERCS Strategic Objectives are save lives, protect livelihood and contribute to community resilience; Promote culture of non-violence and peace; Enhance membership and volunteer management; Ensure financial self-reliance and optimize resource utilization; Pursue humanitarian diplomacy and enhance visibility and image building; Capacity building of HQ and Branches; Partnership development; (Strategic Plan 2008-2012 E.C).

2.2 Definition and concept of Motivation

According to Di Cesare and Sadri, (2003) motivation is the force that ignites, directs and maintains our behaviour. The definition has three key components. The first is ignition, is the initial feeling of interest that a person has towards achieving a set goal. The second is direction, is the set of actions that people will take in order to achieve their goal. Direction is influences by what an individual most desires to do. The third – is maintenance of the behaviour until the goal is achieved. Maintenance equates to how much an individual is willing to stay in that direction when difficulties arises.

Motivation can best be defined as 'an internal state that induces a person to engage behaviours' (Spector, 2003). The field of motivation arose in an attempt to answer the question why people behave as they do. It also addresses what energizes and directs the behaviour of people. To organize the findings of the field of motivation, several motivational theories are developed. These theories consider the nature of people and the factors that are the driving force of action. Motivation theories can be divided into mechanistic theories and organismic theories. Where the mechanistic theories see an individual as passive, organismic theories sees the individual as active in his behaviour. The last theory states that individuals act on the energy provided by intrinsic needs and physiological drives. This assumption is derived from drive theories. These theories emphasize the role of drives in the explanation of behaviour. Freud (1914) became a pioneer in developing theory regarding human motivation. His drive theory stated that behaviour is motivated by a drive. According to Freud (1917) sex and aggression are two important drives.

2.3 Types of motivation

There are different types of an employee motivation at job are categories in to extrinsic and intrinsic motivation, positive and negative, financial, and non- financial motivation. However, from the motivational factors, the most important factors which are related to employee commitment are extrinsic and intrinsic motivations.

2.3.1 Extrinsic motivation

Extrinsic motivation is an important type of motivation. When organization wanted to fulfil a task from employees, they offer monetary rewards and other tangible benefits. It offers employees to make sure job when task is done properly. Surveys of research findings on employee jobs motivation have recommended, employee considers intrinsic motivational factor better motivation than extrinsic motivation (Remi, 2011, p.227-232). According to Remi in developing countries where extrinsic motivational factors are not considered best motivational factor get satisfaction of basic desires, food, and shelters as a grant, therefore preference of

employees shifts from extrinsic (Promotion and growth, good wages, recognition, job security) motivation to intrinsic (interesting work, job appreciation, job satisfaction, stress) motivation.

Therefore, management should know what motivates their workers and manipulate motivational technique based on employee`s desires. This would help organizations to recognize, educate and retain creative and productive employees.

Extrinsic motivation is available only after the completion of a job. Increase in wages, retirement benefits, rest periods, holidays, heath wages, health insurance and the like are example of extrinsic motivation (Ramasamy, 1998:287).

According to Szilagy (1981:574), extrinsic rewards encompass pay increase and bonuses, promotion, recognition and praise and employee benefits.

2.3.2 Intrinsic motivation

Intrinsic motivation begins from a positive response to qualities of a job role. Intrinsic motivated worker engage because of their own interest in a task. Theorists are agreeing on point that intrinsic motivation is a psychologist level that describes deep participation in a job role. Task enjoyment activities provide employees a sense of engaging instead of just performing organizational operations and it helps employees to gratify their desires for pleasure. Intrinsic motivated employees give more attention to a task for their own mean and to look at substitute ways for solving different problems of business (Cooper & Jayatilaka, 2010, p.159).

Employees get intrinsic reward directly from job they perform. Job satisfaction, interesting work, job appreciation or the sense they help a client. Intrinsic motivated workers employ in a job because of their own interest in it and enjoy the job due to search for new solutions for business challenges and are more likely to burn up energy to identify problems and find innovative solutions (Ibid, p-154).

The literature exemplifies the importance of intrinsic and extrinsic motivation for employees. Organizations should develop intrinsic and extrinsic reward system. Some organizations motivate employees intrinsically while others do not build up extrinsically. In case of ERCS, there is need of some refinements. Employees are dissatisfied with extrinsic motivation. To make better productivity and performance, extrinsic and intrinsic reward system should be introduced.

When an employee identify that his job requirements are significant and personally important, than employee consider the organizations problem his/her own problem and try to recognize the problem from different angel and penetrating for the solution of the problem with multiple sources of information. When a worker believes that he/she has the ability to handle the particular problem or task has a confident level of self-determination over job completion, resultantly, he/she is likely to focus on the task with determination. Such workers probably like to take risk, open new cognitive way and create new idea for organizational performance (Zhang, 2010).

Therefore, motivated employees are more committed with their jobs than non-motivated.   These all can be obtained by workers from the job itself and/or from the job environment. Managers and immediate supervisors play a great role in making such rewards possible. As a result, better performance and satisfaction of employees is obtained in one hand and successful attainment of goals of an organisation will be seen on the other hand.

2.4 Theories of Motivation

Motivation theories are classified into two groups: content theories and process theories. Content theories describe what motivate people, that is arouses and energized the behaviour. Some of the most famous content theories are Maslow`s need hierarchy, Herzberg`s two-factor theory and McClelland`s three factor theory. Process theories describe why people are motivated or it reached the specific of the motivation process. Vroom`s expectancy theory, Adam`s equity theory, four driver theory and skinner`s reinforcement theory are some of the famous process theories (Iguisi, 2009, p. 142). This study was reviewed Maslow`s need hierarchy, Herzberg`s two-factor theory and Vroom`s expectancy theory.

2.4.1 Motivation and Maslow`s hierarchy of needs

The greatest value of Maslow's need theory lies in the practical implications it has for every management of organisations (Greenberg & Baron 2003 p.195).

As to Griffin (1993: 368), the need hierarchy theory assume that people have a variety of needs that can be arranged in a hierarchy of importance. The best known are Maslow`s hierarchy of needs and the ERG theory. Since ERG (Existence- Relatedness-Growth) theory is more or less similar to the theory of Maslow we focus on the discussion of Maslow's theory here.

According to Agarwal (1994: 198), one of the most important and widely cited theories of motivation has been propounded by Abraham Maslow. Maslow categorized human needs into five levels.

Steers and Porter (1983:27) provided the explanation of each of the five levels of basic needs as follows:

1. **Physiological needs**: these are thought to be the most basic needs and includes the needs for food, water and sex.
2. **Safety needs**: the second set of needs centres around the need to provide a safe and secure physical and emotional environment, an environment that is free from threats to continue existence.
3. **Belongings Needs**: these needs focus on one`s desire to be accepted by one`s peers and to develop friendship.
4. **Esteem Needs**: Esteem needs focus on one`s desire to have a positive self- image and to receive recognition, attention, and appreciation from other for one`s contributions.
5. **Self-actualization Needs**: The highest need category is the need for self-actualisation. Here the individual is concerned primarily with developing his/her full potential as an individual and with becoming all that it is possible to become. These five level needs are shown diagrammatically as follow. Griffin (1993: 370)

Maslow's Hierarchy of Needs

Self-actualisation
personal growth and fulfilment

Esteem needs
achievement, status, responsibility, reputation

Belongingness and Love needs
family, affection, relationships, work group, etc

Safety needs
protection, security, order, law, limits, stability, etc

Biological and Physiological needs
basic life needs - air, food, drink, shelter, warmth, sex, sleep, etc.

Figure 1: Maslow motivation model

Source: Griffin (1993: 370)

Even though these levels in the needs hierarchy can be separated for analysis and understanding, they are probably all active in actual behaviour pattern. As to Davis (1981:46), the important point about need levels is that they usually have a definite sequence of domination. Second level needs do not dominate until first-level

needs are reasonable satisfied. Third level need do not dominate until first and second-level needs have been reasonably. Moreover, another suggestion is provided by Szilagyi (1981:289) as follows:

> *.... The lower level needs are never completely satisfied, i.e.,. they recur periodically, and if their satisfaction is deprived for any period of time, they become extremely potent as motivators. On the other hand, a completely satisfied need is not an effective motivator of behaviour.*

In addition, Syiligyi also reported that a need doesn't have to be 100 percent satisfied before the next become potent. A more realistic description of the hierarchy would be in the terms of decreasing percentage of satisfaction as increases.

Maslow`s hierarchy of needs have some implication for managers. According to Griffin (2001:370), a manager should understand that an employee may not satisfied with only a salary and benefits; he or she may also need challenging job opportunities to experience self-growth and satisfaction. In addition, Davis (1981:49) also reported that Maslow's five-way classification of needs theory does give managers useful insights into which needs are likely to dominate a person in specific situations.

 Maslow`s theory, in general, shows that employees have different needs and wants at different time. A newly employed worker may be highly satisfied with his/ her salary and other financial rewards. He/she satisfies his/her basic needs through these financial rewards. While the basic needs (the lower level needs) are satisfied another needs will arise. For example, in addition to the monthly salary workers need good interpersonal relationship and pleasant working environment, challenging work, need for promotion and recognitions. Therefore, managers should understand the need hierarchy concept and motivate workers through various mechanisms.

2.4.2 Motivation and Frederick Herzberg`s Two-Factor Theory

The theoretical study of this thesis continues with Frederik Herzberg's motivation theory. Frederick Herzberg's two-factor theory demonstrated that human's behaviour is influenced by two sets of factors which are the satisfaction factor and the dissatisfaction factor. He believes that those factors result in human motivation and job satisfaction in the workplace and the absence of them does not cause dissatisfaction but not motivation either. Based on the theory, Frederik Herzberg also pointed out the two components which contribute to the state of satisfaction and dissatisfaction. The two sets of factors were motivational and hygiene factors (Herzberg 1987):

i. **Hygiene factors:** factors are contextual in nature, involving those things surrounding the job i.e. job security, working conditions, quality of supervision, interpersonal relationships, status salary etc.. These factors would not necessarily motivate an individual to work hard but the absence of such factors may cause dissatisfaction and unhealthy environment in organization. These factors are considered as extrinsic or external to the nature of job, therefore it should be served as job features. It does not mean that hygiene factors will work as motivator but will just provoke neutral feeling that basic needs are fulfilled. Hygiene factors are similar to Maslow's psychological needs, safety needs, security needs and belongingness needs (Berl & Williamson, 1987, p.56)

ii. **Motivator factors:** factors are concerned with the content of the job, such as job challenge, responsibility, achievement, recognition, promotion and growth etcetera. These factors are considered intrinsic, or unique to each individual in his or her own way. The absence of these factors will not create dissatisfaction; however, that person will not be in a position to experience satisfaction. Herzberg`s motivational factors correspond to Maslow`s esteem and self-actualization need. The presence of these factors can act as a motivator in organization, (Bloisi et al., 2007, pp.202-203). Figure 2 will present the four alternative combination hygiene and motivator factors derived from the theory:

Figure 2: Herzberg's Dual-Factor theory of Motivation

The behaviour of workers is affected by these factors in many ways. According to Ivancevich (1990:127 – 128), these factors are also called dissatisfiers and satisfiers. As to him, dissatisfied or hygiene factors will result in dissatisfaction among employers when the conditions are not present. If these conditions are present, this does

not motivate employees necessarily. While the presence of motivators builds strong levels of motivation that can result in good job performance. In addition further illustration about motivation factors is provided by Agarwal (1994:195) as follows:

> *….. Motivation factors include achievement, recognition, responsibility, advancement, growth and work itself. These factors are satisfied. Their absence does not cause dissatisfaction, but their presence has an uplifting effect on employee motivation. They are also called intrinsic or job-content factors because they are intimately related with the job, and not related to surrounding environment.*

From this we can understand that motivating factors are strong determination of job satisfaction.

With regard to hygiene factors, Luthans (1981:181) reported that hygiene factors are preventive, and they are somewhat equivalent to Maslow`s higher-level needs.  Whereas, motivators are equivalent to Maslow`s lower-level needs. According to Agarwal (1994:195), hygiene factors include company policy and administration, technical aspect of supervision, interpersonal relations with peer and subordinates working condition, pay, status and job security.

The two-facto theory of Herzberg have some insights to managers. Griffin (2001:373) put this as:

> *….. Managers must first ensure that the hygiene factors are not deficient. For example, pay and security must be appropriated; working condition must be safe…. By providing hygiene factors at an appropriate level, managers do not stimulate motivation but merely ensure that employees are not dissatisfied. The second stage is that managers should give employees the opportunity to experience motivation factors such as achievement and recognition. The result is predicated to be a high level of satisfaction and motivation.*

This theory indicates that workers need various factors both from the job they assigned and from the job environment in order to be effective and satisfied on their work.

Therefore, workers are not only satisfied with fringe benefits but also require attractive and interesting opportunity for growth, responsibilities, and participation in decision making. By motivating workers through both financial and non-financial means organisation can rape better services from workers.

2.4.3 Vroom's Expectancy theory

The last motivation theory chosen as a basement for this study is Vroom's expectancy theory. The theory, which was established by Victor H. Vroom in 1964, cited the connection between a person's effort and motivation with the expected desired outcomes. It explains the procedure of how a person selects to perform a set of behaviours over another one, and how the decision made is related to the goals (Skemp-Arlt & Toupence 2007).

According to Vroom (1964), an individual's motivation to reach a desired outcome is determined by the three important components, which are expectancy, instrumentality, and valence. They can be illustrated in an equated as show in figure 3:

Figure 3: Vroom`s expectancy theory

Source www.vroom's expectancy theory

The first component in the equation is expectancy, which is defined as a person's belief that their effort will resulted in desired outcomes, such as performance or success. It is also a person's evaluation of what kind and how much effort should be put in order to achieve better results or higher performance. For example, an employee working in the customer services department believes that if he/she tries harder, the work performance will lead to customer satisfaction. When the employee has a strong feeling of it and is aware that he/she is able to accomplish the goal, then he/she will be likely to put more effort to work. In this way, we say he/she has high expectancy. The second component – instrumentality – refers to a person's belief that his/her performance is linked to later results, such as reward or punishment. For instance, if a person believes that his/her hard-work will be recognized and resulted in rewards, he/she is likely to put more effort to work. Finally, valence component demonstrates a person's perception about the amount of reward or punishment received as a result of performance. If a person feels that the reward or punishment is well-earned with his/her effort and performance, he/she will put more effort to achieving it (Skempt-Arlt et al 2007).

Force, which indicates a person's motivation to perform a set of activities, is the result of the three components. "In general, people will work hard when they think that it is likely to lead to desired organizational rewards" (Skempt-Arlt et al 2007). "Vroom thought that people are motivated to work toward a goal if they believe the goal is worthwhile and if they perceived that their efforts will contribute to the achievement of that goal" (Moran

2013).   In short, the theory implies that when a person reaches a high level of all components in the equation, he/she will be highly motivated and put more effort into attaining the desired outcomes.

2.4.4 Motivational practice in ERCS

There are many ways to motivate employees in today's working environment. Companies globally have been using different strategies and approach in order to improve employees' motivation. However, it seems that the best motivator for employees is something that is indeed important in their lives. Furthermore, different people might have different values and approaches and, therefore, being able to understand employees' needs and using appropriate motivating methods can help increase the level of motivation (Gleeson 2016).

The work itself is also a contributor to employee motivation. There is a fact that an employee might absolutely love his or her job, is satisfied with the pay, and has good relationships with his/her colleagues, but still finds the work itself completely boring and uninspiring. A happy employee may stay, but if you really want to motivate the employees, create interesting work and let them engage with it. This means forming strong work cultures, encouraging creative thinking and innovation, and especially, avoiding unhealthy, unequal and impotent working environments (Landrum 2015).

According to ERCS internal documents, ERCS is exercising different motivational techniques and strategies to enhance employee's work motivation. Some of the motivational practices are train employees in the work place and offering certificate for a job well done, creating conducive work environment, encouraging employee to feel belongingness and also to be part of the business, especially for the humanitarian activities, mission and vision of the society. The other motivational practices are for the top-level management and head of unit/department, provide cars with fuel considering their management responsibilities. ERCS also working with International Federation of Red Cross and Red Crescent Society (IFRC) arranged free e-learning platform in ERCS website and arrange access to all employees. (ERCS internal document, 2019)

2.5 Definition and Concept of Commitment

In the existing literature about commitment, there have been made several definitions of this construct. To give a concise definition of commitment, Allen & Meyer (1990) considered it to be "a psychological state that binds an individual to the organization.' The strength of this psychological state depends on the involvement, loyalty and belief in organizational values of employees.

Commitment in general is defined by Meyer & Herscovitch (2001) as 'a force that binds an individual to a course of action that is of relevance to a particular target'. Shiverick & Janelle (2009) define commitment as 'a measure of the alignment of the employee's motivations with the mission of the organization; in other words, to what degree does the employee feel that he or she is making a positive contribution to the ultimate outcome?' Notwithstanding the several definitions, Becker (1960) was one of the first authors who discussed about the concept of commitment. He stated that commitment emerges when someone makes a side bet and then links particular interests with activities. When an employee has a lack of alternatives, he or she is more likely to stay committed to the organization.

Meyer, Allen and Smith (1993) stress the importance of a multidimensional approach to the concept of commitment and demonstrated the importance of different forms of commitment. These other forms include commitment to the work group, to the manager, to the union and to other entities. Their research showed that 'the prediction of various behaviors (e.g. turnover intention and responses to dissatisfaction) can be improved by considering commitment to both the organization and the occupation' (Meyer, Allen & Smith, 1993). During the end of the 20th century the employee commitment concept has been widely researched, which leads to different foci of this concept. The most widely researched focus of commitment concerns organizational commitment (ORC).

2.5.1 Organizational Commitment

Employee commitment is based on an affective attachment to the work organization. Employee commitment can become a vehicle by which individuals manifest loyalty to and identification with the organization. Committed employees identify with and feel loyal toward the organization; they share the values of the organization and have a personal sense of importance about the agency's mission. Organizational commitment as defined by Porter et al. (1982) has three major components:

1. A strong belief in and acceptance of the organization's goals,

2. A willingness to exert considerable effort on behalf of the organization, and

3. A definite desire to maintain organizational membership.

2.5.2 Models of Organizational Commitment

The models Organizational Commitment based on the multidimensional nature of organizational commitment, different theories describe different types of organizational commitment models large studies used for organizational commitment three component model proposed by Meyer and Allen (1991). The three components are:

2.5.2.1 Affective Organizational Commitment of employee

Affective Commitment, the first of the three-component model, is based on the emotional attachment that an employee has with the organization. With this component of commitment, the employee wants to stay with the organization based on his or her emotional attachment and identification with the organization (Allen et al., 1990). This emotional attachment stems from a feeling of comfort in the organization and a sense of purpose or job challenge (Meyer, Allen & Gellatly, 1990).

According to Meyer and Allen (1997), affective organizational commitment refers to an employee's affection to, recognition with, and participation in the organization. An employee who has a strong affective organizational commitment to an organization stays with the organization because he or she needs to continue working in the organization. Members who are committed to an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck and Wilson, 2000). Meyer and Allen (1997) found that the best forecaster of affective organizational commitment was work experience. Employees whose work knowledge is steady with their expectations and whose basic needs within the organization are satisfied have a stronger level of affective commitment to the organization. Employees with strong affective commitment stay with the organization because they have no wish to leave.

2.5.2.2 Normative Organizational Commitment of employee

Normative Commitment, the second component of the three-component model, is based on the theory that employees feel a sense of obligation to their organization and stay because it is the right thing to do (Allen et al., 1990; Allen et al., 1996; Meyer & Parfyonova, 2010). Cohen (2007) took it one step further by adding "normative commitment is affected in the main by socialization and/or culture prior to entry into an organization" (p.340). In other words, the values and beliefs an employee brings into the organization will drive their commitment to the organization.

Normative organizational commitment reflects an emotion of obligation to carry on employment (Meyer and Allen, 1997). An employee with a strong normative organizational commitment feels he or she has a moral obligation to stay in the organization. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Meyer and Allen, 1990). The normative component is viewed as the commitment employees consider morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years (Marsh and Mannari, 1977).

2.5.2.3 Continuance Organizational Commitment of employee

Continuance Commitment, the final component of the three-component model, is based on the costs associated with leaving an organization (Allen et al., 1990; Allen et al., 1996). In other words, an employee may want to leave an organization, but realize that the costs associated with leaving, such as time invested, position attained, salary and lack of alternatives, are too high (Meyer et al., 1990). Thus, the employee stays committed to an organization because they feel that they have to stay.

2.5.3 Levels of organisational commitment

There are different levels of organisational commitment which are related to the individual's development of the individual's organisational commitment (Reichers, 1985).

2.5.3.1 Higher level of organisational commitment

 A high level of organisational commitment is characterised by a strong acceptance of the organisation's values and willingness to exert efforts to remain with the organisation (Reichers, 1985). Miller (2003, p 73) states that "high organisational commitment means identifying with one's employing organisation". The "will to stay" suggests that the behavioural tendencies at this level relate closely with affective dimension of commitment, where individuals stay because they want to.

2.5.3.2 Moderate level of organisational commitment

 The moderate level of organisational commitment is characterised by a reasonable acceptance of organisational goals and values as well as the willingness to exert effort to remain in the organisation (Reichers, 1985).

This level can be viewed as a reasonable or average commitment, which implies partial commitment. The willingness to stay is an attribution of a moral commitment associated with the normative dimension of commitment (Meyer & Allen, 1997). The individuals stay in the organisation because they should do so.

2.5.3.3 Lower level of organisational commitment

The low level of organisational commitment is characterised by a lack of neither acceptance of organisational goals and values nor the willingness to exert effort to remain with the organisation (Reichers, 1985). The employee who operates on this level must be disillusioned about the organisation; such an employee may stay because he or she needs to stay as associated with the continuance dimension (Meyer & Allen, 1997). Given an option they will leave the organisation.

2.6 Employee work motivation and organizational commitment

Employee motivation and commitment is very important for an organization's success. Motivated and committed employees with high levels of job involvement are considered as an important asset to an organization and keeping the employee motivation, commitment and job involvement up is always rewarding to a business as motivated and committed employees are more productive and higher productivity usually results in higher profits (Denton, 1987).

In organizational psychology, the commitment and motivation literatures have usually evolved independently to a certain extent (Meyer et al., 2004). On the contrary, Meyer et al. (2004) remarked that commitment is one component of motivation and, is important that they gain a better understanding of two processes themselves and of workplace behaviour by integrating theories of commitment and motivation. Latterly, commitment scholars have also begun to become more concerned with motivation- based variables since they report that commitment is a motivational phenomenon (Johnson et al., 2010). On the other hand, companies that paid attention high commitment to improve the employees' job satisfaction, motivation and morale may recognize long-term benefits of corporate success, loyalty, productivity, and employee retention (Kim et al., 2005).

2.7 Conceptional Framework

The conceptual framework provides a foundation for focussing specific variables for the study. As illustrate in figure 4 describes the underlying relationship of motivation either intrinsic or extrinsic leads to organizational commitment. These variables are based on the literature reviewed on motivation and its effect on employee commitment.   According to Meyer et al. (2004) remarked that commitment is one component of motivation and, is important that they gain a better understanding of two processes themselves and of workplace behaviour by integrating theories of commitment and motivation.

Independent variable   **Dependent variable**

Motivational Factors:

- ✓ **Extrinsic Factors:**
    - ○ Salary
    - ○ Promotion
    - ○ Job Security
    - ○ Fringe Benefits
- ✓ **Intrinsic factors:**
    - ○ Opportunity of achievement
    - ○ Growth and Development
    - ○ Engagement in challenged work
    - ○ Recognition for performance

Organizational Commitments

- ✓ Strong desire to remain in the organisation.

- ✓ Willingness to exert higher level of effort on behalf of the organisation.

- ✓ Accept the value and goal of the organisation.

Figure 4: Conceptual Framework Model: Researcher own construction

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter principally addresses the methodology and instrumentation used in the study by describing the research design, sources of data, sampling procedure, validation of instruments, procedure of data collection and method of data analysis. Accordingly, the methodology deployed in this study with the consideration of assessing motivational practice and their implication towards employee`s commitment in the case of ERCS.

3.1 Research Design

The research design facilitates the smooth sailing of the different research operations, so making research as efficiently as possible springy maximum information with minimum spending of effort, time and money (Khotari, 2004). Therefore, in order to achieve the intended objective, a descriptive survey design involving both qualitative and quantitative approach was employed to answer the stated research questions. In other words, the researcher used a descriptive survey design with an assumption that it helps to assess the motivational practices that is being implemented in ERCS. Descriptive researches are those study concerned with describing group of phenomena (Griffin, R.W. 2002). The research design also tried to assess the implication of motivation towards on employees' commitment in ERCS.

3.2 Population and Sampling Techniques

As obtained from the Human Resource Department, ERCS has a total of 159 employee at the Head Quarter (HQ) office. Stratified sampling technique was adopted in the selection of the sample size and simple random sampling techniques applied for the selection of sample from each stratum of target population. To calculate the sample size by using the formula of developed by Yamane (1967) based on 5% margin of error and 95% confidence level. The sample size is 113 which is show in the following equation:

$$n = \frac{N}{1+N(e^2)}$$

Where, n is the sample size, N is the total population or sampling frame, and e is the level of precision (the value of e = 0.05).

N = Target population = 159
e = error = 0.05

$$n = \frac{N}{1+N(e^2)} = \frac{159}{1+159(0.05^2)} = 113$$

The population was categorized in to 12 strata and the stratum and the sampling amounts are show in the following table.

Table 3.1 Sample size determination of each stratum

No	Department	Number of population each	Sample select from (n1=(n*Ni)/N))
1	Disaster Preparedness & Risk reduction Unit	23	16
2	Humanitarian Diplomacy & Membership Affairs Unit	10	7
3	Quality Assurance & Learning O	9	6
4	Partners National Societies	14	10
5	Migration and Restoring Family	6	4
6	Volunteers Management & Branch Development	4	3
7	Income Streams Development & Expansion Head	3	2
8	Human Resource Department	12	9
9	Finance Department	20	14
10	Internal Audit Service	6	4
11	Logistics Department	43	31
12	Property Administration Division	5	4
13	Information & Communication Service	4	3
	Total	**159**	**113**

Source: Researcher`s survey, 2020

3.3. Sources of data and Instrument of data collection

In order to meet the objectives of the study, both primary and secondary sources were used. Particularly, it employed both qualitative and quantitative survey methods to generate the data required for its purpose. To get relevant data related to the study objectives; questionnaire and interview were used as data collection instruments. Therefore, written and spoken data were the major sources of this study.

3.3.1. Questionnaire

In this study, questionnaire was used to collect data from the sample of the study. It was designed for 113 participants to generate the data on employees' commitment in ERCS. Hence, questionnaire was designed as a main data collecting tool, to collect necessary data from the respondents. The questionnaire was containing both open-ended and close-ended questions. Questionnaire is used when factual and realistic information is desired to be elicited from subjects of the study; and hence it helps that the availability of a number of respondents in one place makes possible an economy of time and provides a high proportion of usable responses (Bandura, A., & Schunk, D. H. (1981). In short, the employees from the target organization were asked to think, and express their own opinions, feelings, beliefs and practice on employees' motivational scheme and commitment.

3.3.2. Interview

According to Khotari, (2004), the use of interview as a data collecting instrument permits a level of in-depth information, free responses, and flexibility that cannot be attained by other instruments. What is more, the reason of using interview was to get direct personal view or information on the research topic. It also enables participants to discuss their interpretations in the word in which they live, and to express how they regard situations from their own point of view (Patton, 1990). To this end, a non-structured interview, which relatively favours flexibility for the study was employed (Khotari, 2004). With this purpose, participants were selected purposefully from the organization for interview purpose. The researcher is interested in both the information the participants can give about the motivation scheme and employees' commitments and how the participants talk about their experiences and attitudes.

3.4 Procedures of data collection methods

In order to collect data for the study, the researcher first gave a letter for the ERCS to obtain permission for cooperation from the school. A few days prior to the administration of the instruments, the researcher explained the objectives of the study to the ERCS HR department and participants and asked their willingness to take part in the study.

Regarding the questionnaire, the researcher distributed the questionnaires via email and by hand to the participants to make the necessary arrangements about the time they ought to return. For the interview data, the researcher made necessary arrangements and conducted the interviews with the participants. And finally, I manually transcribed the data for analysis.

3.5 Data Analysis and Presentation

As stated in research design, this study was conducted by using both quantitative and qualitative data gathering tools. For this reason, the data were analysed using both quantitative and qualitative data analysis methods. The data collected through questionnaires were analysed by using quantitative data analysis method in which the data were analysed by using statistical tools like percentages, mean, frequencies. On the other hand, the data collected through interviews were analysed qualitatively by using narrative data analysis method. Accordingly, first, the researcher organized the data which were collected through questionnaires and interviews respectively. Then, in order to understand and gain the sense of the contents of the data which were collected through the above tools, the researcher read and reread very carefully. Next to this, the integration of the themes of the data into systematic category was made to attain thematic uniformity. Finally, the data were supported with the works of the scholars in order to create the intellectual sense of the study.

3.6 Validation of Instruments

3.6.1   Reliability

Reliability of the primary data is very important because the study mainly depend upon the respondent's opinion. The study measured the reliability of the questionnaire deployed by calculating Cronbach's alpha with all variable using SPSS. To minimize the possibility of having any issues with the questionnaire, a pilot study was conducted to see if the respondents can understand and answer the question easily. (Saunders, 2009). After adopting the questionnaire, the researcher distributed 15 sample questionaries' to test the reliability of the instrument. Then, after some modifications and standardization such as improving the structure of some indicators and reduction of redundant questions and the instrument was distributed to collect the primary data. As a result, the Cronbach's alpha of the questionnaire revealed and summarized as shown below. As per George and Mallery (2003) stated that a scale alpha `` α`` value greater than >0.9 = excellent, 0.9 > α > 0.8 = good, 0.8 > α > 0.7 = acceptable, 0.7 > α > 0.6 = questionable, 0.6 > α > 0.5 = poor and 0.5 > α = unacceptable. Thus, the research reliability value reflects excellent level of reliability of the data

Reliability statistics

Cronbach's Alpha Value	No. of Items
.977	30

Source: own computation using SPSS version 20

In addition, the researcher countered researcher bias that may have threatened the study's trustworthiness by using sources such as quotes and interview notes from the interviews to analyse themes in the content. Reliability was sought by paying careful attention to transcribing the complete interview.

3.6.2 Validity

This study used reliable sources to make sure the research is valid, such as published books and different articles written by praised authors in the employee motivation and commitment field. The questionnaire was presented in a suitable manner by making minor modification to be applicable to all employees in ERCS. Validity was also enhanced by continual evaluation about the purposes, rationale for type of study, data collection instruments, and findings by the research advisor who oversaw my work. Efforts were made to maintain the validity of the data by analysing discrepant views.

3.7 Ethical Consideration of the Research

The researcher wants to address ethical considerations of confidentiality and privacy. Guarantees were given to the respondents that their names should not be revealed in the questionnaire and research report.

There were also ethical measures that have been followed in the data analysis. To ensure the integrity of data, the researcher checked the accuracy of encoding of the responses. This was carried out to ensure that the statistics generated from the study are truthful and verifiable. All Source of data that were used and cited in this study are properly cited.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with the presentation, analysis and interpretation of the data collected through questionnaire and interview. Data were analyzed using both qualitative and quantitative data analysis methods. The data collected through interviews were analyzed qualitatively by using narrative data analysis method. As far as quantitative data is concerned Pearson Correlation analysis was calculated to assess the relationship between the variables of the study.

4.1 Response Rate

In the following section of the research, the data gathered from the respondents through the questionnaire and interview were presented and analysed. In order to obtain information for the study, a total of 113 copies of questionnaires were distributed to employees of ERCS. The respondents were randomly selected from 13 departments/units and only 85 (75%) questionnaires were filled in and returned correctly via email. On the other hand, 8 (eight) senior officials were interviewed from each department.

4.2 Demographic Profile

The demographic profile of the respondents was presented in this section. Descriptive statistics was performed on the demographic variables as a mean of describing the respondents. Data on the demographic variables namely gender, age, marital status, academic status and work experience.

Table 4.1. General Characteristic of Respondents

No	Items		Respondents	
			Frequency	Percentage
1	Gender	Male	56	66
		Female	29	34
		Total	**85**	**100**
2	Age	18 – 28	1	1
		29 – 39	27	32
		40 – 50	24	28
		Over 51	33	39
		Total	85	100
3	Marital Status	Single	25	29
		Married	60	71

		Divorce	-	-
		Total	85	100
4	**Academic Status**	High school graduate	0	0
		Diploma	28	33
		First Degree	44	52
		Second Degree	13	15
		PhD	-	-
		Other	-	-
		Total	**85**	**100**
5	**Work Experience**	1- 4 years	8	9
		5- 10 years	23	27
		11-15 years	20	24
		16 years & above	34	40
		Total	**85**	**100**

Source: Researcher`s survey, 2020

The gender composition of the respondents to this survey is that 56 (66%) and 29 (34%) are male and female respectively. From this one can understand that there was greater number of male employees in the organization, but as interview results and organisational document revealed, there was no discrimination whenever the organisation hired employees.

Regarding the age of the participants under item no. 2 of the above table, the results of survey have shown that only 1 employee was between 18 and 28 years of age; 27 (32%) respondents were between 29 and 39; 24 (28%)   respondents were between 40 and 50 and 33 (39%) respondents were 50 or above 50.   This depicts that the majority of respondents are experienced. The needs of people in this age to satisfy the esteem needs (positive self- image, recognition, attention, and appreciation from other for one`s contributions) as proposed by Steers and Porter (1983) in Maslow`s hierarchy of needs

Concerning the martial status of respondents in item no. 3 of the above table, 25 (29 %) employees were single and 60 (71%) were married. From the results, it is shown that most employees were married and supporting their families, therefore management should provide opportunities to all those employees to retain them for long through proper internal and external motivation. There were no respondents divorced in this sample.

Regarding item no. 4, the result has shown that 28 (33%) employees have received a diploma; 44 (52%) have had first degree; 13 (15%) of them have had second degree.   This implies that majority of employees have had sufficient educational background and academic qualification. There were no respondents who were high school graduate and PhD holder in this research.

Regarding item no. 5, the result has shown employees` experience, and as it is indicated 20 (24%) employees have had an experience between 11 – 15 years. Besides, 23 (27%) had 5-10 years of experience, 8 (9%) of them have had 1 – 4 years of experience and the remaining 34 (40%) respondents have had above 16 years of service in the ERCS. This shows that most of the respondent have a good experience in ERCS.

4.3 The presentation and analysis of quantitative data

In this study, the 5–point Likert scale was used to indicate the level of responses to all items (1= strongly disagree to 5 strongly agree). The mean values of all variables were further categorized into three levels that are low, moderate and high level of responses. According to Wierma (2000), the mean values from 1.00 – 2.49 were categorized as "low"; mean values between 2.50 – 3.49 were categorized as "moderate"; while mean values of 3.50 or above were categorized as "high" level of responses

4.3.1 Intrinsic motivational schemes

The following table describes that employee's or respondent's response about the intrinsic motivational schemes in ERCS

Table 4. 2 Respondents rating about the extent to which ERCS uses intrinsic motivational schemes

No	Descriptions		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean	Standard Deviation
1	Ensuring employees satisfaction with present assignment	#	7	25	46	7	0	85	3.38	0.76
		%	8	29	54	8	0	100		
2	Working for Red Cross give me a sense of satisfaction since it provides me with opportunity for achievement	#	6	30	37	12	0	85	3.35	0.81
		%	7	35	44	14	0	100		
3	Feeling proudness to be a part of my organisation	#	9	36	30	10	0	85	3.52	0.84
		%	11	42	35	12	0	100		
4	Feeling a spirit of teamwork and collaboration	#	13	58	12	2	0	85	3.96	0.63
		%	15	68	14	2	0	100		
5		#	7	53	25	0	0	85	3.79	0.58

No	Statement								Total	Mean	SD
	Getting support from my colleagues to excel in my job	%	8	62	29	0	0	100		
6	Feedback on my job performance from ERCS persuades me for more hard work	#	0	11	49	25	0	85	2.84	0.63
		%	0	13	58	29	0	100		
7	Recognising best performance	#	0	12	35	38	0	85	2.69	0.71
		%	0	14	41	45	0	100		
8	Creating smooth relationship between supervisors and employees	#	1	23	50	11	0	85	3.16	0.65
		%	1	27	59	13	0	100		
9	Encouraging involvement while designing my job duties	#	1	30	37	17	0	85	3.18	0.76
		%	1	35	44	20	0	100		
10	Providing opportunity to decide in a subject related to my work	#	3	29	46	7	0	85	3.33	0.68
		%	4	34	54	8	0	100		

Source: Researcher`s survey, 2020

Regarding ensuring employees satisfaction, as indicated in table 4.2, item no.1, 25 (29%) employees responded they 'agree' and 7 (8%) respondents replied they 'strongly agree'. And 7 (8%) reacted they 'disagree' and the rest 46 (54%) respondents were 'neutral'. The mean values obtained were also 3.38. From the analysis, it is clear that the majority respondents were agreed and neutral with the statement and this implies that ERCS enjoy the work they do which is in conformity with Brian (2013) that good organizations are always trying to structure the work so as to match the nature of the work with the nature of the employee and to make the work as interesting and enjoyable as possible. When employees love the work they do, it motivates them to perform better.

Similarly, as shown in item no. 2 in terms of whether working for ERCS provides sense of satisfaction considering future opportunity for achievement, 30 (35%) employees replied they 'agree' and 6 (7%) participants responded they 'strongly agree'. And 37 (44%) were neutral and the remaining 12 (14%) respondents reacted they 'disagree'. The mean value obtained from this was 3.35. This implies that the

employees' satisfaction level is of 'moderate and they perceived working for ERCS gives them satisfaction considering opportunities in the future.   According of Maslow`s hierarchy of needs theory which believes that the intentions to work towards a goal are major source of work motivation

Concerning item no. 3, 36 (42%) employees replied they 'agree' and 9 (11%) responded they 'strongly agree' and they are proud of being part of ERCS. While 30 (35%) respondents were 'neutral' and only 10 (12%) respondents 'disagreed' to this statement. The mean value obtained from this was 3.52 and this implies that employees' perception is high and they are proud to have been part of ERCS.

As indicated in item no. 4 in the above table, respondents were asked if they acted in spirit of teamwork and collaboration.   Accordingly, 58 (68%) respondents responded they 'agree'. 13 (15%) respondents 'strongly agree'. While 12 (14%) employees were feeling 'neutral', the remaining 2 respondents replied they 'disagreed'. The mean value obtained from this was 3.96. This implies that the employees have high team spirit. This is very encouraging and should be maintain for the good of the service as it satisfies the social needs of the individual as proposed by the content theorist like Maslow and Herzberg.

Similarly, as indicated item no. 5, the participants were asked about support they received from their colleagues to enhance their job, and 7 (8%) respondents responded they 'agreed' and 53 (62%) replied they 'strongly agree'. The remaining 25 (29%) respondents were 'neutral'.   The mean value obtained from this was 3.79. This implies that employees' perception is high and they are getting support form colleagues.

 Regarding provision of feedback on my job performance, 49 (58%) respondents replied they were 'neutral' and 11 (13%) respondents 'agreed'. The remaining 25 (29%) respondents 'disagreed' to the provision of feedback. The mean value obtained from this was 2.84. This implies that it is 'moderate'.

As indicated in item 7 in the above table, respondents were asked if they recognised for their best performance in ERCS, the study found that 38 (45%) of the respondent responded they 'disagree' and 35 (41%) of the respondents were neutral. Only 12 (14%) respondents responded they agree. The mean value obtained from this was 2.69.   This implies that majority of the respondents were neutral and disagree with the statement. This is contradicted with Vroom (1969) expectancy theory that explain valence as the importance that an individual places on the potential outcome or reward that can be achieved on the job. for example, people will always perceive that recognition and reward offered by bosses are more valuable and better.

Concerning item no. 8 in terms of creating smooth relationship between supervisors and employees, 50 (59%) of the respondents were neutral. While 23 (27%) and 11 (13%) of the respondents were responded agree and disagree respectively and only 1 respondent strongly agree with this statement. The mean value obtained from this was 3.16. This implies that employee perceived on the statement as moderate level.

The result has shown in table 4.2 item no. 9 in terms of involvement job design, 37 (44%) of respondents were neutral and 30 (35%) respondents responded they agree and 17 (20%) respondents reacted they disagree. Only 1 respondent were strongly agree on the statement. The mean value obtained from this was 3.18. This implies that employees involved while job design perceived as moderate level.

As indicated in table 4.2, item no. 10, respondents were asked if they get an opportunity to take decision on their work, 46 (54%) respondent were neutral and 32 (38%) of the respondents responded they agree and strongly agree. Only 7 respondents were disagree with the statement. The mean value obtained from this also 3.33. This implies that employees are allow moderately involve taking decision on their own to help perform effectively.

4.3.2 Intrinsic motivational schemes

The following table describes the respondent's rate about the extrinsic motivational schemes in ERCS.

Table 4.3 Respondents rating about the extent to which ERCS uses Extrinsic motivational schemes

No	Descriptions		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean	Standard Deviation
1	Satisfying with my salary in relation to what I do	#	0	3	38	34	10	85	2.40	0.74
		%	0	4	45	40	12	100		
2	Increasing salary on a timely basis to cover up your basic needs	#	0	8	42	35	0	85	2.68	0.64
		%	0	9	49	41	0	100		
3	Ensuring job security	#	0	12	32	41	0	85	2.66	0.72
		%	0	14	38	48	0	100		
4	Providing access to promotion (career advancement & growth)	#	0	12	38	27	8	85	2.64	0.84
		%	0	14	45	32	9	100		

								Mean	SD
5	Providing on the job trainings	#	0	15	50	17	3	85	2.91	0.72
		%	0	18	59	20	4	100		
6	Providing opportunities for long term training (1st degree and 2nd degree programs)	#	0	0	17	56	12	85	2.06	0.58
		%	0	0	20	66	14	100		
7	Creating good work environment to express my feelings and opinions	#	0	18	52	15	0	85	3.04	0.63
		%	0	21	61	18	0	100		
8	Providing medical and life insurance coverage	#	0	21	57	7	0	85	3.16	0.55
		%	0	25	67	8	0	100		
9	Offering transportation service.	#	0	30	46	9	0	85	3.25	0.63
		%	0	35	54	11	0	100		

Source: own survey, (2020)

As shown in table 4.3 item no. 1 in terms of salary satisfaction 38 (45%) respondents were neutral and 34 (40%) and 10 (12%) of the respondents responded they disagree and strongly disagree respectively on the statement. Similarly, in item no.2 in terms of salary increment on a timely basis 42 (49%) of the respondents were neutral and 35 (41%) respondents reacted they disagree. Whereas only 8 (9%) respondents were agreed. The mean value obtained from both 2.40 and 2.68 respectively. This implies that majority of employees` salary satisfaction level is low and moderate. This contrary to Herzberg (1968) stated that inadequate monthly salary to employees could cause dissatisfaction. at work.

Item no. 3 of the above table shown in terms of ensuring job security, 48 (41%) of respondents were disagree and 12 (14%) of the respondents responded agreed. Whereas 32 (38%) of respondents were remain neutral. The mean value obtained from this was 2.66. This implies that the majority of the respondents disagree with the statement. This confirm by Herzberg (1968) state that when job security is absent could cause dissatisfaction at work.

Concerning item no. 4 in terms of getting access of promotion 38 (45%) of respondents were neutral; 27 (32%) and 8 (9%) of respondents responded they disagree and strongly disagree respectively on the statement.

Whereas only 12 (14%) of the respondents responded agree. The mean value obtained from this was 2.64. This implies that employees` perception is low. However, according to the senior HR officer, ERCS provides promotion opportunities for its employees when vacant post is available and then workers apply according to the criteria before it is announced to external job seekers. This implies that employee's promotion is conducted only if the employees meet the major criteria put by ERCS.

As indicated in item 5 in the above table, the respondents were asked if they get on-job training. Accordingly, 50 (59%) respondents were neutral and 15 (18%) of respondents responded agree and 17 (20%) respondents reacted disagree. Only 3 respondents were strongly disagree. The mean value obtained from this was 2.91.

Similarly, in item no. 6 of table 4.3 in term of getting long term training opportunity, only 17 (20%) of the respondents were neutral whereas 56 (66%) and 12 (14%) respondents responded they were disagree and strongly disagree respectively. The mean value obtained from this also 2.06. This implies that ERCS has no long-term education programme for employees and this is also confirmed during interview session with ERCS HR.

As shown in item no. 7 of the above table in terms of creating conductive work environment by ERCS, 18 (21%) and 15 (18%) of the respondents were agree and disagree respectively on the statement. While 52 (61%) of the respondents remain neutral. The mean value obtained from 3.04. This implies that the majority of the respondents responded that the working environment perceived as moderate level.

Similarly, as shown in items 8 of table 4.3 in terms of providing medical and insurance coverage, 57 (67%) of the respondents were neutral and 21 (25%) respondents responded they agree. While only 7 (8%) were disagree on the statement. The mean value obtained from this also 3.16. This implies that employee perceived as moderate level on the statement. However, during the interview session with senior staffs that the medical coverage excluded the family members of the employees.

Finally, according to items no. 9 of the above table in terms of offering transportation service by ERCS, 46 (54%) respondents were neutral and 30 (35%) of respondents responded they agree. Only 9 (11%) of respondents were disagree on the statement. The mean value obtained from this 3.25. This implies that getting transportation service from ERCS perceived by the employee almost near to the high level.

4.3.3 General level Motivation about intrinsic and extrinsic factor of work

Table 4.4 Response regarding general level of motivation intrinsic and extrinsic factors

No	Item		Level of agreement					Total	Mean
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree		
1	Intrinsic motivation	#	47	307	367	129	0	850	
		%	6	36	43	15	0.00	100	3.2
2	Extrinsic motivation	#	0	119	372	241	33	765	
		%	0	16	49	32	4	100	2.8

Source: researcher survey, (2020)

As indicated in the above table 4.4, the general level of satisfaction with intrinsic motivational factors, 36% respondents replied they agree and 6% responded strongly agree. While 43% respondents were neutral on the statement. The remaining 15% of the respondents reacted they disagree. The mean value obtained was 3.2. This implies that employees are moderately satisfied with all intrinsic factor of motivation practiced by the ERCS. According to SHRM (2010) employees are expected to come to the workplace with the intrinsic motivation and desire to be successful, be value-added and contribute to the obtainment of an employer`s vision.

Regarding extrinsic factors of work motivation, 49% respondents were remained neutral; 32% respondents responded disagree and 4% strongly disagree; only 16% respondents were agreed with the extrinsic factor of work motivation provided by the ERCS. Furthermore, the mean of the distribution of responses was found 2.8 which were slightly higher than the low value. This clearly indicated that employees were dissatisfied with the majority of extrinsic factor of work of motivations compared with the intrinsic motivation practiced in ERCS. This reinforces Frederick Herzberg (1968) doctrine that money is not a motivational factor: increased wages could produce more commitment to production but their effect was declared to be short-lived but commitment and involvement were to come from other factors - the motivational factors, such as the opportunity for personal growth, challenge in the job and, more recently, opportunities to join in the decision-making process. This implies that other non-monetary incentives schemes should be given to workers to have the necessary effects.

4.3.4 Employee level of work commitment

One of the objectives of this study was to examine the implication of such motivation schemes on the employees` existing level of work commitment. Accordingly, the next section deals with data obtained in relation to employees` rating on their own work level of commitment.

Table 4.5   Respondents rating about the extent to which ERCS employees' of work commitment

No	Descriptions		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean	Standard Deviation
Affective Commitment										
1	I would be very happy to spend the rest of my career with this organization	#	0	11	23	32	19	85	2.31	0.96
		%	0	13	27	38	22	100		
2	I really feel as if this organization's problems are my own	#	5	31	40	8	1	85	3.36	0.78
		%	6	36	47	9	1	100		
3	I do feel a strong sense of belongingness to my organization	#	2	32	30	21	0	85	3.18	0.83
		%	2	38	35	25	0	100		
4	I do feel emotionally attached to this organisation	#	2	34	37	12	0	85	3.31	0.74
		%	2	40	44	14	0	100		
Aggregate mean = 3.04										
Continuance Commitment										
5	It would be very hard for me to leave my organization right now, even if I wanted to	#	0	10	39	34	2	85	2.67	0.71
		%	0	12	46	40	2	100		
6	Right now, staying with my organization is a matter of	#	0	14	35	33	3	85	2.71	0.78
		%	0	16	41	39	4	100		

#	Statement								Mean	Std
	necessity as much as desire									
7	I feel that I have too few options to consider leaving this organization	#	0	14	34	37	0	85	2.73	0.73
		%	0	16	40	44	0	100		
8	It would be too costly for me to leave my organization now	#	0	11	24	43	7	85	2.46	0.82
		%	0	13	28	51	8	100		
Aggregate mean = 2.64

Normative Commitment

#	Statement								Mean	Std
9	I was taught to believe in the value of remaining loyal to one organization	#	0	25	44	16	0	85	3.11	0.69
		%	0	29	52	19	0	100		
10	Even if it were to my advantage, I do not feel it would be right to leave	#	0	25	42	18	0	85	3.08	0.71
		%	0	29	49	21	0	100		
11	I do not feel obligation to remain with my organisation	#	3	17	35	29	1	85	2.91	0.85
		%	4	20	41	34	1	100		
Aggerate mean = 3.03

Source: own survey, (2020)

As indicated in the above table 4.5, item no. 1, the respondents were asked if they are happy to spend the rest of their career with ERCS or not. Accordingly, 32 (38%) respondents were disagree and 19 (22%) were strongly disagree, while 11 (13%) respondents responded agree. Whereas, 23 (27%) respondents were neutral. The mean value obtained from this 2.31. This implies that employee's level of commitment to stay in the organisation for the rest of their career perceived `low`. According to Reichers (1985), low level of organisational commitment is characterised by a lack of neither acceptance of organisational goals and values nor the willingness to exert effort to remain with the organisation.

Similarly, as shown in item 2 in the above table, respondents were asked if they feel the organisation problems are their own problem. Accordingly, 40 (47%) respondents rated neutral, 9 (10%) respondents disagree and strongly disagree on the statement. Whereas 31 (36%) and 5 (6%) respondents were agree and strongly agree respectively. The mean value obtained from this 3.36. This implies that employees` perception level is `moderate`. The moderate level of organisational commitment is characterised by a reasonable acceptance of organisational goals and values as well as the willingness to exert effort to remain in the organisation (Reicher, 1985).

Item no. 3 in the above table, respondents were asked if they feel strong sense of belongingness to their organisation or not. Thus, 34 (40%) respondents were agree and strongly agree. While 30 (35%) respondents responded neutral and remaining 21 (25%) respondents rated disagree. The mean value obtained from this 3.18. This implies that respondents` feeling of belongingness toward ERCS rated `moderate`.

Similarly, as shown in item no 4. of table 4.4, respondents were asked if they are emotionally attached to their organisation or not. Accordingly, 36 (42%) respondents were agree and strongly agree on the statement. While 37 (44%) of the respondents rated neutral and the remaining 12 (14%) respondents were disagree. The mean value obtained from this 3.31. This indicated that majority of the respondents rated ` moderate`.

Concerning item 5 in the table 4.4, respondents were asked if it is hard for them to leave ERCS even if they wanted. Accordingly, 39 (46%) respondents rated neutral. While 36 (42%) respondents were disagree and strongly disagree. Only 10 (12%) respondents were agree. The mean value obtained from this 2.67. This implies that majority of respondents responded slightly higher than the low level, but employees` perception level is `moderate` .

Similarly, as shown in item 6, the respondents were asked whether they are staying with their organisation is a matter of necessity or not. Accordingly, 36 (43) respondents were disagree and strongly disagree; 35 (41%) of the respondents rated neutral. While 14 (16%) respondents were agree. The mean value obtained from this 2.71. This implies that the respondent's perception level is moderate.

Similarly, as indicated in item 7, the respondents were asked if they feel few options leaving ERCS. Accordingly, 37 (44%) respondents were disagree and 14 (16%) respondents were agree. While 34 (40%) were rated neutral. The mean value obtained from this 2.73. This implies that the respondents rated is moderate.

As indicated in item 8 in the above table 4.4, respondents were asked whether it would be too costly to leave the organisation or not. Accordingly, 43 (51%) and 7 (8%) respondents were disagree and strongly disagree

respectively on the statement and only 11 (13%) respondents were agree. While 24 (28%) of the respondents rated neutral. The mean value obtained from this 2.46. This implies that majority of the respondents rated is low.

As indicated in table 4.4, item no. 9, the respondents were asked if they remain loyal to one organisation. Accordingly, 44 (52%) of the respondents were neutral and 25 (29%) respondents responded agree and 16 (19%) respondents were disagree. The mean value obtained from this 3.11. This implies that employees` perception is moderate.

Concerning item no. 10, the respondents were asked if they do not feel to leave the ERCS though it is for their advantages. Accordingly, 42 (49%) of the respondents were rated neutral and 25 (29%) of the respondents agree and 18 (21%) of the respondents were disagree. The mean value obtained from this is 3.08.

Finally, in item no. 11, the respondents were asked if they do not feel obligation to remain with ERCS. Accordingly, 35 (41%) of the respondents were neutral. While 30 (35%) respondents were disagree and strongly disagree and the remaining 20 (24%) respondents were agree and strongly disagree. The mean value obtained from this is 2.91. This implies that employees` perception is moderate.

4.4 Correlation analysis

Pearson correlation test was conducted to check the magnitude of correlation between the employees' commitment and motivation.

A correlation coefficient has a value ranging from -1 to 1. Values that are closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated whereas values closer to 0 indicates that there is little or no linear relationship. Interpretation of the relationship between variables using guide that Evan (1996) suggest for the absolute valve of r: 0.00-0.19 very weak, 0.20-0.39 weak, 0.40 - 0.59 moderate, 0.60- 0.79 strong, 0.80-1.00 very strong relationship between variables.

4.4.1 Correlation matrix between motivation and employee`s commitment

As shown below table 4.4. the correlation between dependent variable employees' commitment and independent variables motivation (intrinsic and extrinsic) have positive correlated with significant level of 0.01. The magnitude of correlation between independent variables and the dependent variable is .869* this shows that the variable strongly or highly relates with the dependent variable.

Table 4.5. Correlation matrix: motivation and employee s commitment

		Motivation	Commitment
Motivation	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	85	
Commitment	Pearson Correlation	.869*	1
	Sig. (2-tailed)	.000	
	N	85	85

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

Source, research's survey (2020)

4.4.2 Correlation analysis between motivational factors and employee`s commitment levels

The following correlation analysis is done between intrinsic factor of motivation and three levels of employee`s level of commitment in ERCS.

As indicated below table 4.6, the correlation matrix intrinsic factor of motivation and affective level of commitment (r=0.769, p=0.000) and continuance level of commitment (r=0.716, p=0.000) and both indicated that there is strong relationship between intrinsic factor of motivation with affective level of commitment and continuance level of commitment of employees. On the other hand, the correlation analysis for intrinsic factor of motivation and normative level of organization commitment (r=0.801 p=0.000) indicated that there is very strong relationship between the two variables.

Table 4.6. Correlation matrix: Intrinsic motivation with three level of commitment

		Intrinsic	Affective level of commitment	Continuance level of commitment	Normative level of commitment
Intrinsic	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	85			
Affective level of commitment	Pearson Correlation	.769*	1		
	Sig. (2-tailed)	.000			

		85	85		
Continuance level of commitment	Pearson Correlation	.716*	.893*	1	
	Sig. (2-tailed)	.000	.000		
	N	85	85	85	
Normative level of commitment	Pearson Correlation	.801**	.975**	.961**	1**
	Sig. (2-tailed)	.000	.000	.000	
	N	85	85	85	85

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

Source, research's survey (2020)

4.4.3 Correlation analysis between motivational factors and employee`s commitment levels

The following correlation analysis is done between extrinsic factor of motivation and three levels of employee`s level of commitment in ERCS.

As indicated in below table 4.7, the correlation analysis for extrinsic factor of motivation and affective level of employee commitment (r= 0.867, P= 0.000). This indicated that there is a very strong relationship between the two variables. The same is true with continuance level of commitment (r=862, P=000). Lastly, the correlation analysis between for extrinsic factor of motivation and normative level of commitment (r= 0.888, P= 0.000) this also shown that there is a very strong relationship between the two variables.

Table 4.7. Correlation matrix: Extrinsic motivation with three level of commitment

		Intrinsic	Affective level of commitment	Continuance level of commitment	Normative level of commitment
Intrinsic	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	85			
Affective level of commitment	Pearson Correlation	.867**	1		
	Sig. (2-tailed)	.000			
	N	85	85		

Continuance level of commitment	Pearson Correlation	.862**	.893**	1	
	Sig. (2-tailed)	.000	.000		
	N	85	85	85	
Normative level of commitment	Pearson Correlation	.888**	.975**	.961**	1**
	Sig. (2-tailed)	.000	.000	.000	
	N	85	85	85	85

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

Source, research's survey (2020)

4.5 Summary of Interview result

The use of interview as a data collecting instrument permits a level of in-depth information, free responses, and flexibility that cannot be attained by other instruments (Khotari, 2004),. With this purpose, interview was conducted on a total of 8 (eight) senior officials and their response were summarized and presented as follows.

As indicated in item no. 1, appendix 2, senior officials were asked what are the dominant motivational schemes ERCS uses and what are their challenges. Accordingly, the respondents responded that ERCS provide training in the workplace whenever new working tools and methods are introduced and give certificate to acknowledge their participations. Since ERCS has a training facility centre, the cost for the training is not much expensive. The other motivational scheme is one step salary increments every two years' service. Moreover, lifetime insurance programmes, health insurance and loans from provident fund are also provided. The officials also added that the medical coverage did not include their dependents and therefore most of the staffs are not happy on the benefit package. The other motivational scheme in place in ERCS include: transport service arrangement home to work place and vice versa for all employees, however, for the top-level management and department heads ERCS provides personal car with fuel considering their management responsibilities. The officials were also added that ERCS have challenges to motivate employee in monetary term, this is because, most of income source from volunteers, donor groups and government budget. Hence, to motivate employee in monetary term is a challenge. However, according to Griffin (2001), a manager should understand that an employee may not satisfied with only a salary and benefits; he or she may also need challenging job opportunities to experience self-growth and satisfaction.

Concerning item no. 2, appendix 2, senior officials were asked what incentive do ERCS offer to motivate the employees. Accordingly, the respondents responded salary increment and on job training were some of the incentives offered to motivate the employees. However, most of the respondents responded that the incentives in place were not enough for the effort put in by their employees.

Similarly, as indicated in item no 3, appendix 2, senior officials were asked if they feel employees are motivated by monetary and non-monetary rewards. Accordingly, the officials were responded that the monetary compensation in ERCS only guaranteed basic pay and therefore, most of the employees accepted it since ERCS is non-profit organisation and expects the money from government also. However, in regard to the non-monetary rewards such as job security, recognition, delegation and etc. are also most impact on staffs` moral satisfaction. According to Vroom (1964), if a person believes that his/her hard work will be recognized and resulted in rewards, he/she is likely to put more effort to work. People will work hard when they think that it is likely to lead to desired organizational rewards.

Concerning item no. 4, appendix 2, officials were asked what they feel about the level of employees` commitment in ERCS. Accordingly, the officials were responded that employees are committed towards their job and not seen any complaint about it, however the senior officials believe that due to the recent restructuring process, some employees are showing less commitment towards their job. According to Irefin and Mechanic (2014), employees' commitment is base for achieving organizational successes. Individuals in low level of commitment do only enough to work by them or what expected from them. They do not place their heart into the job and mission of the organization.

Finally, the last question asked to the officials is that what are the major contributing factors for the existing state of employees' commitment at ERCS. Accordingly, the respondents responded that working environment, team spirt and coordination among employees were the major contributing factors for employee's commitment. Moreover, organisation mission and vision are also motivating factor for employees to be more productive and committed in their day to day activities.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

This chapter summarizes the main findings of the study and presents recommendation for the identified problems based on the conclusion.

To assess the motivational practice and the level of employee commitment of the ERCS, the following procedures are used: the selected populations to undertake the research were 159. Out of these 113 were selected as a sample respondent using stratified sampling technique. The respondents were selected from different programme departments, human resource, administration, property and logistics, and finance departments and partner national societies. Out of 113 copies of questionnaires distributed to the selected respondents, only 75% responded.

The data obtained from respondents summarized using descriptive statistics whereby the raw date is computed in frequency, percentage, mean value, standard deviation and also Pearson's Correlation used. Hence, based on the data presentation, analysis and interpretation of the previous chapter, the following summary of major findings on the motivation schemes used and level of employee commitment at ERCS are given below:

- The data reveals that majority of the respondents were male (66%), while the remaining 34% were female respondents. It is also evident that majority of respondents in the sample (67%) were above the age of 40. Regarding the marital status, majority of the respondents (71%) were married, while 29% were single. Regarding the academic status, majority of the respondents (52%) of the sample have a first degree in B.Com, B.A or B.Sc. Furthermore, most of the respondents 67% have worked for the organisation over 10 years

- The findings of the study from the intrinsic factor of work motivation, majority of the respondents agree that teamwork and collaboration, relationship with their colleagues and sense of belongingness motivates them. The mean value obtained from this 3.96, 3.79 and 3.52 respectively. On the other hand, respondents disagrees and neutral that recognition for work done and getting feedback on job performance. The mean value obtained was 2.69 and 2.84 respectively.

- The findings of the study from extrinsic factor of work motivation, the majority of the respondents were in different about transportation service, medical coverage and work environment. The mean value obtained form this was 3.25, 3.16 and 3.04 respectively. On the other hand, respondents were disagree about getting opportunities for long term training and salary increment. The mean value obtained was 2.06 and 2.40 respectively.

- The study reveals that the level of employee`s commitment in ERCS. Most of the respondents agree with affective level of commitment and the aggregate mean value show that 3.04. With regards to the continuance level of commitment, the respondent disagree and the mean value shown that 2.64. Finally, regarding to the normative level of commitment, the majority of the respondents were in different and the aggregate mean value obtained is 3.03.

- Finally the findings on result correlation on motivation factors and level of employees commitment, the results indicated that the correlation between intrinsic motivation and normative commitment were very strong (r = 0.801), this was followed by affective commitment (r = 0.769) and then continuous commitment (r = 0.716). In regard to the correlation between extrinsic motivation and the three level of commitment, normative, affective and continues were very strong (r=0.888), (r=0.867) and (r=0.862) respectively.

5.2 CONCLUSIONS

In conclusion, the motivation of employees plays one of the most vital roles in an organization's effectiveness and assertively contributes to its growth and prosperities. Therefore, in order to employees' to be committed, both intrinsic and extrinsic factor are equally important in motivating them. Intrinsic rewards include recognition of job performance, giving timely feedback for personal growth and development and etc. Extrinsic rewards, on the other hand encompass pay increases, promotion, and etc. Hence, according to the respondents responded both motivators are not employed well in ERCS.

Training is needed by employees to improve their performance in their jobs. Though training will increase satisfaction and performance of employees in one hand, organisations also benefit from upgraded personnel on the other hand. In these regards, ERCS train employees in the workplace at moderate level, however, opportunity for long term training not yet implemented.

Salary is one of the means that motivate employees to work hard. It is also indication of status of one employee compared to the others. Moreover, worker basic needs are satisfied with financial rewards. Unless the needs are satisfied, employees may not stay in one organization for long period of time. Although there are increment every two years, the absence of attractive increment in any organisation leads to high rate of employee turnover.

The finding shows that, ERCS is exercising different motivational techniques and strategies to enhance employee's work motivation. Some of the motivational practices are train employees in the workplace and, creating conducive work environment, encouraging employee to feel belongingness and also to be part of the business, medical coverage, transportation and etc. However, other motivational factors such as rewards, recognition, educational cost sharing, promotion and others are not yet implemented, and these affect the motivation and satisfaction of employees and decrease employees' level of commitment.

Regarding to the level of commitment, employees have a strong sense of belongingness to the organisation and they consider ERCS problems as their own problem. Moreover, employees have an emotional feeling and attached to the ERCS. Hence, this can be concluded that employees are committed to an affective level with the organisation though they are not committed to spend the rest of their careers in ERCS. The same is true to the normative level of commitment that employees consider morally right to stay in the company regardless of their satisfaction. With regards to continuous level commitment, employees were moderate and low level of commitment related cost associated and may want to leave an organisation on day.

The correlation analysis result indicates that motivation factors were positive associated with levels of commitment. Moreover, motivation factors in general were found to have strong correlation with the employee level of commitment in ERCS.

Generally, work motivation has its importance in any organization settings, that is why every organization goes for different kind of motivation strategies to engage their employees for better outcomes. Intrinsic and extrinsic motivations are considered the most influential factors used by organizations for motivation of their employees. The researcher also tried to find its relationship motivation with employee level of commitment and it can be concluded from correlation statistical analysis that motivational schemes provided by ERCS and the level of work commitment, there is strong relationship between both motivator factors and employee`s commitment level.

5.3 RECOMMENDATIONS

Based on the conclusion made so far, the student researcher realized and learned that there were lot of issues that need improvement to motivate the employees of ERCS. Therefore, the following suggestive recommendation are made:

- It is evident that employees are satisfied with intrinsic factor of motivation especially related to creating teamwork and collaboration activities. Hence, this should be kept and continue working. However, employee expressed their dissatisfaction with opportunity of getting feedback on their job as well as recognition for their performance still need to be improved.

- It is known that ERCS is non-profit organisation and the income sources of ERCS are from different international donors, members of volunteers, governments and other income generating entities within the society. Thus, the salary and other benefit packages are determined based on budget availability. Hence, under such condition, to consider appropriate and consistent salary payment is quite challenging for ERCS to compute with other humanitarian organisation, however, if ERCS more focused to non-monetary /extrinsic motivational scheme, this will enable ERCS to retain more of its employees and bring more satisfaction to the majority of the employees.

- Finally, ERCS should revise the motivational scheme and motivate them by using financial and non-financial rewards are indispensable mechanism. The management teams should carry out a thorough study on the various motivational tools that can appeal and motivate their employees.

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QUESTIONNAIRS

SCHOOL OF GRADUATE STUDIES

Assessment of Motivational Practice and its implication on Employees commitment at work in the case of Ethiopian Red Cross Society (ERCS)

Dear Respondent,

I am a masters student interested in systematically collecting your opinions. Thus, your thoughtful and honest response is very important. You will find on the following pages a number of statements about your organizations concerning motivation and commitment. Please express your opinion about each statement. Your responses will be confidential. No individual responses will be shown to anyone in your organization. Only group results will be compiled and presented. To preserve confidentiality, your name is not required. Thank you in advance for your cooperation.

PART ONE: Demographic/Personal Information of the Respondents

Answer Part I by putting a tick ``√`` mark in the box of your choice;

1. **Which department/division is you working** : _____

2. **Gender**

    a) Male   □   b) Female   □

3. **Age**:
    a) 18 – 28   □   b) 29 – 39   □
    c) 40 – 50   □   d) Over 50   □

4. **Marital status:**
    a) single   □   b) Married   □   c) Divorced □

5. **Academic Status**

    a) High school graduate   □   b) Diploma   □   c) First Degree □
    d) Second Degree   □   e) PhD   □
    e) Other (please state) _____

6. **Work Experience:**

    a)   1 – 4 years   □   b) 11 – 15 years   □
    c)   5 – 10 years   □   d) 16 years & above □

PART TWO: <u>Questions related to assess the motivational schemes in place at ERCS</u>

Put a tick mark ``√`` on the number that best reflect your rating as follows:

5=strongly agree; 4=agree; 3=Neutral; 2=disagree; 1=strongly disagree.

2.1 Regarding to intrinsic factors (work content).

	To what extent does ERCS make use of the following incentive mechanises as motivational schemes?	5	4	3	2	1
1	Ensuring employees satisfaction with present assignment					
2	Working for Red Cross give me a sense of satisfaction since it provides me with opportunity for achievement					
3	Feeling proudness to be a part of my organisation					
4	Feeling a spirit of teamwork and collaboration					
5	Getting support from my colleagues to excel in my job					
6	Feedback on my job performance from ERCS persuades me for more hard work					
7	Recognizing best performance					
8	Creating smooth relationship between supervisors and employees					
9	Encouraging involvement while designing my job duties					
10	Providing opportunity to decide in a subject related to my work					

2.2 Regarding to extrinsic factors (work context)

	To what extent does ERCS make use of the following incentive mechanises as motivational schemes?	5	4	3	2	1
1	Satisfying with my salary in relation to what I do					
2	Increasing salary on a timely basis to cover up my basic needs					
3	Ensuring job security					
4	Providing access to promotion (career advancement and growth)					
5	Providing on the job trainings					
6	Providing opportunity for long term training (1st degree and 2nd degree programs)					
7	Creating good work environment to express my feelings and opinions.					
8	Providing medical and insurance coverage					
9	Offering transportation service					

PART THREE: Questions related to examine employees' level of organisational commitment

Put a **tick mark** ``√`` on the number that best reflect your rating as follows:

5=strongly agree; 4=agree; 3=Neutral; 2=disagree; 1=strongly disagree.

To what extent do you agree with each of the following statements of commitment?	5	4	3	2	1
Affective commitment					
1	I would be very happy to spend the rest of my career with this organization					
2	I really feel as if this organization's problems are my own					
3	I do feel a strong sense of belonging to this organisation					
4	I do feel 'emotionally attached' to this organization					
Continuance commitment					
5	It would be very hard for me to leave my organization right now, even if I wanted to					
6	Right now, staying with my organization is a matter of necessity as much as desire					
7	I feel that I have too few options to consider leaving this organization					
8	It would be costly for me to leave my organization now					
Normative Commitment					
10	I was taught to believe in the value of remaining loyal to one organization					
11	Even if it were to my advantage, I do not feel it would be right to leave					
12	I do not feel any obligation to remain with my organization					

APPENDIX: II

Interview Questions
For Senior Staff/Management

Dear Sir/Madam,

Thank you agreeing to participate in this interview. The purpose of this study is to assess the motivation scheme and its implication toward employee commitment at the Ethiopian Red Cross Society, HQ level. Therefore, your response is very crucial for the fulfilment of my study and I can assure that your response also is confidential and only used for academic purpose.

The questions are mainly focussing ERCS motivation schemes offered to employee and their commitment level- The number of questions is not more than five and these are:

1. What are the dominantly used motivational schemes at this organisation?
   _____
   _____
   _____

2. What incentives do the company use to motivate staff?
   _____
   _____
   _____

3. Do you feel employees are more motivated by monetary or non-monetary rewards?
   _____
   _____
   _____

4. What do you feel about the level of commitment of the majority of employees at this company?
   _____
   _____
   _____

5. What do you think are the major factors contributing for the existing state of employees' commitment at ERCS?
   _____
   _____
   _____

Thank you for your good cooperation.!!!

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of <u>Melaku Girma</u> <u>(PhD)</u>. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

_____   _____

                    Name   Signature

St. Mary's University, Addis Ababa   **July 2020**

ENDORSEMENT

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

Dr. Melaku Girma   _____

Advisor   Signature

St. Mary's University, Addis Ababa   July 2020