ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

ASSESSMENT ON THE EFFECT OF EMPLOYEES' MOTIVATION ON THE ORGANIZATIONAL PERFORMANCE, CASE STUDY ON SCHOOL OF NATION PRIMARY AND SECONDARY SCHOOL

By
Saron Getachew

August, 2020
ADDIS ABABA, ETHIOPIA

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

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Birhanu Endeshaw (PhD). All sources of material 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 institutions for the purpose of earning any degree.

Saron Getachew   _____

Name   Signature

St. Mary's University, Addis Ababa   **August, 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.

Birhanu Endeshaw(PhD)   _____

Advisor   Signature

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

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LIST OF ACRONYMS

HR   Human Recourse

PA   Performance Appraisal

PM   Performance Management

PMS   Performance Management System

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Abstract

The study investigates the Employee Motivation on job Performance of selected School of Nation Primary and Secondary School. The population of the study was 95 workers from sections and units of this school. Mixed study approach combining both qualitative and quantitative methods was applied in the research. Hence, an in-depth interview, distribution of questioners for the employees at the School of Nation Primary and Secondary School and document reviews were the data collection methods to address both qualitative and quantitative inputs. In terms of sampling, both probability and non-probability sampling were used to assess relevant samples from the general population. The study reveals that extrinsic and instinct motivation given to workers in an organization has a significant influence on the workers performance. It is recommended that all firms should adopt extrinsic and intrinsic incentive in their various firms to increase employee performance. Based on these findings, employers are continually challenged to develop good motivation polices on pay policies, good working condition, promotion, training, rewards, meals allowances, and procedures that will enable them to attract, motivate, retain and satisfy their employees. The researcher therefore suggest that further research should be conducted on the relationship and influence of motivation, rewards on workers performance in the districts lever which will be a handy tool that could be used to provide solutions to individual conflict that has resulted from poor reward system. The same research can be conducted in the private organization which will give us the real picture of motivation impacts and its distinguished features.

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CHAPTER ONE

1. Introduction

The success of any business depends largely on the motivation of the employees. Human resources are essential to property productivity and performance of any company. Motivation is key to the creating an environment where the optimal performance is possible. The development and growth of business organization in competitive business environment is depends on the efficient utilization is resource. The performance of the organization is affected by different factors such as, Motivation, working, conditions and job security taking this in to account motivating employee helps organization to get competitive advantage (Mcshane, 2004) and (kruse, 2011). No doubt that the survival of an organization largely depends an effective and efficient management of its resources. Human resource is one of these that need to be well managed. It plays significant role in achieving both the long-run and short-run objective of an organization. Managing people is not as easy as managing resource. Managers must use different strategies and skills towards motivating employees for the survival and best performance of organization. The effect of not providing motivation makes employee unpunctual and absent for their (McShane, 2004).

Many factors like capital, human resource and environmental factors influence performance of organizations. Among these factors, human resource is seen as having the most influence on the performance of organization. It is logical therefore to argue that an organization needs to motivate its employees in order to achieve its stated goals and objectives. An understanding of the factors that motivate employees and their appropriate application would have significant effect on the organization's performance (Beach D. S., 2005). Motivation has been described as decision making process, through which goal-directed behavior is initiated, energized, directed and maintains (Buchanan Huczyn, 2004). Improving productivity is one big challenge that has engaged the attention of employers whether private or public. For years therefore, employers are experimenting with different strategies in an attempt to effectively relate, the motivation of employees to their performance (Hallett T, 2000). Strategies such as salary/wage increase, promotion, job satisfaction and improvement in work environment have been deployed by organization in an attempt to motivate their employees to achieve a higher performance. In

developing countries like Nigeria, some of these named motivational strategies are negatively affected by logical conditions, which brings about the controversy between the behavioral scientists and the management theorists as to the motivational power of money in inducing high level job performance among employees which is yet unresolved despite several decades of research (Banjoko SA,2006).

People are an organization's most valuable asset, and this is especially true in relatively low-tech labor-intensive industries such as construction, but again, people also represent the most difficult resource for organizations to manage. Unlike physical assets, people have their own individual needs which must be met and habits which must be managed if they are to contribute to organizational growth and development. They are individuals who bring their own perspectives, values and attributes to organizational life, and when managed effectively can bring considerable benefits to organizations (Mullins, 1999).

Unsatisfied employees produce unsatisfactory results, therefore, it is very vital for top management to take care of their employees to ensure that they are satisfied in their jobs; when they are satisfied; they strive for the company's goals and aim (Latham, 1994; Egan, 1998).

1.1 Background of the Study

Organization is made up of group of people who run and steer that organization and set goals and realize objectives. So, an organization's performance depends on the sum of its employee's performance. Thus, for an organization success it is compulsory to enhance its ability to accurately measure the member's performance and use it factually to enrich them as an essential resource (Biswajeet 2009). In this present era organizations must make sure the peak performance of its employees constantly to compete in the market effectively (Prasad 2006).

A set of outcomes doesn't refer to personal qualities, characteristics or competencies of the performer and produced during a certain period of job can be referred as performance. The evaluation of performance of an employee discloses an individual's contribution in achieving organization's objectives. A person's performance cannot be improved unless he is given feedback on his action's results. Feedback must be provided continuously for corrective actions and it should cover both positive and negative aspects (Biswajeet 2009).

Therefore, for organizations to survive and remain relevant and competitive, it is essential for them to be able to entice and maintain efficient and effective employees in a bid to enhance productivity (Sunia, 2014). This study however is centered on the aspect of motivation and focuses on the effects of employee motivation on organizational performance.

Hellriegel (1996) viewed motivation as any influence that portray, direct, or maintain people's goal directed behaviors. It refers to the driving force that makes an individual to act in a specific way. It is an inner drive that causes an individual to behave in a certain manner. The goal of most organizations is to improve productivity therefore factors of motivation play significant roles in improving employee job satisfaction levels. This will in turn aid in improving an organization's productivity levels.

Employees make up the workforce of any organization as such they are an integral part of the organization. Aluko (2014), stated that an organization is only as good as the workforce that runs the organization. This is to say that when employees are motivated chances are that their morale would be high as such performance and productivity levels would increase thereby to a large extent boosting overall organizational performance level. In order to achieve high levels of productivity as such boost organizational performance or productivity, managers therefore need to continually seek ways of ensuring that their employees stay motivated. This is because a lack of employee motivation leads to reduced productivity which is harmful to organizational performance and continuous success.

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

Extrinsic motivation also helps boost an employee's effectiveness and efficiency levels. This is because certain external factors such as adequate compensation, work environment as well as

training and career development appeal to employees as such are essential in inspiring them to resourcefully and successfully discharge their duties. An organization that fails to provide a conducive work environment, compensate its workforce adequately, create room for proper training and career advancement is at risk of having a demotivated workforce. This means that such a workforce being demoralized would fail to effectively and efficiently discharge their duties leading to low performance and productivity levels (Nwachukwu, 2004). This study therefore focuses on showing the effects of motivation on organizational productivity.

1.2 Statement of the Problem

The success of any business depends largely on the motivation of the employees. Human resources are essential to property productivity and performance of any company. Motivation is key to the creating an environment where the optimal performance is possible. The development and growth of business organization in competitive business environment is depends on the efficient utilization in resource. The performance of the organization is affected by different factors such as, Motivation, working, conditions and job security. Taking this in to account motivating employees help organization to get competitive advantage (Mcshane, 2004) and (kruse, 2011).

Every organization is concerned with what should be done to achieve sustained high levels of performance through its workforce. This means giving close attention to how individuals can best be motivated through means such as incentives, rewards, leadership etc. and the organization context within which they carry out the work (Armstrong, 2006). The study of motivation is concerned basically with why people behave in a certain way. In general, it can be described as the direction and persistence of action. It is concerned with why people choose a course of action in preference to others, and why they continue with chosen action, often over a long period, and in the face of difficulties and problems (Mullins, 2005). Motivation can therefore be said to be at the heart of how innovative and productive things get done within an organization (Bloisi, 2003).

Motivation is an accumulation of different processes which influence and direct our behavior to achieve some specific goal. Motivation represents those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed. It is important for employers to understand what motivates employees and how to improve their work performance

to maximize the overall company performance. According to Mollahosseini, Kahnouji, Shamsiyeh&Kahnouji (2014), behavior of employees in all organizational levels is affected by the behavior of managers which is derived from their power to use resources.

Organizational success is dependent upon members being motivated to use their full talents and abilities and directed to perform well in the right areas. According to Mullins (2005), a major international study by proud foot Consulting revealed that, the most important reason for productivity loss was poor working morale. This includes absence of positive team spirit, low motivation, and poor sense of belonging, people feeling undervalued and poorly rewarded.

It is in view of these that Allen and Helms (2001) suggested that different types of reward practice may more closely complement different generic strategies and are significantly related to higher levels of perceived organizational performance (Mullins, 2005). With a positive motivation philosophy and practice in place, productivity, quality and service should improve because motivation helps people towards achieving goals, gaining positive perspective, creating the power for change, building self-esteem and capability, and managing their development and helping others.

No doubt that the survival of an organization largely dependsan effective andefficient management of its resources. Human resource is one of these that need to be well managed. It plays significant role in achieving both the long-run and short-run objective of an organization. Managing people is not as easy as managing resource. Managers must use different strategies and skills towards motivating employees for the survival and best performance of organization. The effect of not providing motivation makes employee unpunctual and absent for their (McShane, 2004).

All organizations, regardless of size, market, and technology, want to be successful and maintain a constant progress even in a current highly competitive business environment. In order to achieve those goals and objectives, strategies must be developed and well-implemented with the effective utilization of all capable resources. A few companies believe that their employees are an important asset that can lead them to overcome difficulties, exceed their limits and reach prosperity. In contrast, companies that put their personnel in the center of the business,

maintaining a positive and strong relationship with its employees, persuading them towards task fulfillment are proved to result in higher effectively and productivity (Adi, 2000, Anka, 1988, Rothberg 2005).

However, today, companies are also facing challenges in employee retention. Acknowledging the important role of employees and the huge influence they bring towards organizational effectiveness; companies are trying to retain employees by creating motivation and a healthier workplace. This is very important because if the personnel are not focused well, it associates with a decline in business productivity and effectiveness. Unless and until the employees are motivated and satisfied, an organization cannot foster to success (Manzoor 2011)

Many researchers have shown that motivated employees perform work better than demotivated ones. Motivated employees are more innovative as they are always looking for better ways to complete a task. They are self-direct and goal oriented. They can produce high-quality work with more or maximized efficiency and productivity (Boundless 2017) which also leads to maximization of profits (Matthew, Grawhich& Barber 2009).

Employee motivation has a strong influence on the effectiveness of an organization (Paul 2017). Organizational effectiveness is a broad term, but this study follows the concept as "locating targets and attaining them proficiently in spirited and energetic surroundings" (Constant 2001). "An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence" (Abbah 2014). There are no fixed parameters to compute the effectiveness of an organization since it varies from company to company and from case to case. However, it can be used to measure anything within an organization, from leadership, communication, accountability, metric, human performance, to the delivery systems (Anderson & Adams 2015). In this research, the focus is mainly on human performance, specifically on the aspect of employees' motivation. The aim is to prove the connection and made concrete the idea of employee motivation resulting in organizational effectiveness.

Motivation through factors such as employee wellbeing, adequate compensation, promotion, good relationships with co-workers and relationships with managers can enhance an employee's level of effectiveness and efficiency in the workplace. This is because good relationships with coworkers promote unity and gives the employee a sense of belonging and acceptance which in

turn boosts employee performance and productivity levels. Employees who enjoy such relationships both within and outside the work environment tend to be more effective and efficient as such very productive in discharging their duties. Therefore, organizations should promote harmony amongst employees by organizing social functions in a bid to bring employees together (Jibowo, 2007).

In most Ethiopian Organizations the overall idea of enhancing motivation to improve organizational performance of employees is an unclear concept. Institutions didn't adopt the habit of motivating their employees using different mechanisms in order to adjust the organizational performance. Hence the resultant findings of this study are expected to contribute its part by providing emphasis to the core source of the problem and the measures taken by the organization under study as model for related institutions to take note.

1.3 Research Questions

1.3.1 The research questions contained in this study are as follows:

1. What is the effect of intrinsic motivational factor on the organizational performance of School of Nation Primary and Secondary School on their job performances?
2. What is the effect of extrinsic motivational factor on the organizational performance of School of Nation Primary and Secondary School on their job performances?
3. What is the total effect of the motivational factor on the organizational performance of School of Nation Primary and Secondary School on their job performances?

1.4 Objectives of the Study

1.4.1 General Objective

The main objective of this study was to determine the effect of motivation on organizational performance of employees at school level taking the case of School of Nation Primary and Secondary School.

1.4.2 Specific Objectives

The specific objectives of this study is to:

- Determine the effect of intrinsic motivational factor on the organizational performance of School of Nation Primary and Secondary School on their job performances.
- Evaluate the effect of extrinsic motivational factor on the organizational performance of School of Nation Primary and Secondary School on their job performances.
- Measure the total effect of the motivational factor on the organizational performance of School of Nation Primary and Secondary School on their job performances.

1.5 Scope and Limitations of the Study

It is a predictable fact that it is not possible to conduct a study without any limitation and challenges. Hence several factors have played different roles in limiting the depth of this study to address all the areas intended to discover. The major emphasis of this study was to assess the relationship that exists between motivation and organizational performance at institutional level taking the case of School of Nation primary and Secondary school.

The major limiting factor encountered in the study was the COVID 19 case which totally made the data gathering process difficult. Due to the lock down of schools finding the resources (mainly teachers and other employees included in the school community) was not accessible that online filling of the questioners was the only option. As there was no face to face interaction with the informants capturing their actual reaction towards the social issue was not attainable. The research was aimed to apply mixed method of data collection where distribution of questioners would help in gathering quantitative data while interviews would assist in collecting qualitative information from the respondents. But because of the COVID 19 circumstances mostly quantitative data was available.

The second challenge to the study was the budget constraint to get the informants due to the altered data gathering mechanism applied. Previously, the data gathering of both questioner distribution and in-depth interview was scheduled to take place simultaneously at the same place

(at the School of Nation Primary and Secondary School) in a precise and time and effort consuming manner. In the contrary due to unavailability of the informants finding the informants, convincing them to cooperate through explanation and collecting the relevant information accordingly indeed required investment of time, money and effort. Furthermore, this in turn affected the reliability and accuracy of the data collected.

1.6 Significance of the Study

The completion of this study is expected to be relevant document for employees and organizations to assesstheir social, economic and professional relationship in a way that both parties can mutually gain benefit without harming each other. In a more detailed manner, the significance of this study is stated below accordingly: -

i.   The study will develop the foundation for basis to modify or improve some government polices especially on employee's motivation to match with current socio-economic and political Environment in Ethiopia.

ii. The study has special significance in solving operational and planning problems concerning employees in School of Nation Primary and Secondary School and in Ethiopian Social Service providing institutions in general.

iii. It will help to generate knowledge which will be used as reference to improve performance of employee. Furthermore, the completion of this study will show the alternative methods of employee performance for similar social service providing organizations to lead them to allocate the motivation of the employees to get better performance.

iv. However the study will be useful to establish the most significant technical in analyzing of the management contribution to employee performance that stimulated by motives in the organizations, as it will highlight the major problems of both side employee and employer in the organization and suggest ways of solving this problem in a more sustainable way. Also, it will be useful to give the Long-term solutions to alleviate the crisis in organization that caused by imbalance management.

1.7 Definition of Terms

Motivation: refers to what stimulates and guides human behaviors and how these behaviors are sustained to attain a specific goal.

Employees: are people who are hired working under a contract in an organization; they are referred to as the workforce of an organization.

Effectiveness: refers to a measure of how well workers productivity levels meet set goals and objectives of the organization.

Employee Effectiveness: is a qualitative characteristic that indicates the extent to which job-related issues are addressed and the magnitude at which predetermined goals and objectives are achieved by an employee.

Efficiency: can be derived from the relationship between inputs and outputs and refers principally to the degree at which outputs are realized while minimizing costs associated with production.

Employee Efficiency: refers to the ability of an employee to do what is actually produced or performed with the same consumption of resources

Adequate Motivation: those are factors (familiarity, concern and driving force), which exist or are provided in a work situation either physically or psychologically which determine the input and productivity level of the worker.

Intimacy: intimacy or familiarity could be described as the feeling of warmth and friendliness based on interpersonal relationship among people.

Consideration: consideration or concern refers to a situation where both their collogues and managers treat staffs understanding, in this case, there is both a personal and human touch in dealing with workers.

Morale: refers to staff emotional and mental level of zeal.

1.9 Organization of the Study

The study was organized into five chapters. The first chapter introduced the background of the study, the research objectives and questions, significance of the study, scope of the study and possible limitations and organization of the study. The second chapter wasabout the theoretical review of the related literatures and the backgrounds of the institution under study. Important definitions and concepts that can give full image of the subject matter are included here. Prior researches that have been conducted in related topics are encompassed. The third chapter discoursed the methodology of the study and data analysis and the fourth chapter provided the findings and the concerning discussion on the results of the study and finally, the fifth chapter presented the conclusion and recommendations that can be useful to other related service providing sectors. It also had an indication for further studies in the area.

CHAPTER TWO

2. Review of Related Literature

2.1 Definition of Motivation

The term motivation is derived from the Latin word 'movere' which means to move (Baron, Henley, McGibbon and McCarthy, 2012). Certo (2016) describes motivation as giving people incentives that cause them to act in desired ways. Motivation has also been described as the process of arousing and sustaining goal-directed behavior (Nelson, 2013).

Jennifer and George (2006) defined motivation as a mental force that governs the direction of an individual's behavior in an organization, an individual's level of effort, and an individual's level of determination when faced with obstacles. In addition, she stated that even with appropriate strategies and administrative structures in place, an organization can only be productive if its employees are sufficiently motivated to perform at higher levels.

Hellriegel (1996) viewed motivation as any impact that brings out, guides, or sustains a person's goal-directed behaviors. Ivancevich (1994) Suggested that motivation refers to those set of forces that triggers certain behaviors and regulates its form, course, intensity and duration. Obikeze (2005) viewed motivation as the process of guiding an employee's actions towards a end via the manipulation of rewards.

Kreitner (1995) described motivation as the mental process giving behaviors the willpower, drive, and tendency to act in a certain way in order to attain certain unsatisfied needs. Young (2000) also suggested that motivation could be defined in relation to forces within employees that justify the levels, directions, and resolution as regards efforts they expend in the workplace. George and Jones (2012) termed work motivation as self- induced forces that control the directions and behavioral patterns of the workforce in an organization taking into account their levels of commitment and enthusiasm towards the successful accomplishment of set goals.

Berelson and Staines (2003) opined that motivation is an inner state that inspires actions as well as direct and channel behavior towards a goal. Guay, Chanal, Ratelle, Marsh, Larose &Boivin (2010) argued that motivation deals with "the motives underlying behaviors". In addition, (Broussard & Garrison, 2004) defined motivation simply as "those elements that pushes an individual to act or not to act".

Beach (2005) described motivation as the individual's readiness to expend energy to accomplish set goals. He is of the opinion that motivation relates to a person's enthusiasm for specific patterns or behaviors. Also, he further stated that the ambitions, needs and wants of a person may influence, direct and control their attitude. Davies (2005) suggested that the concept of motivation entails what goes on inside a person that results certain behaviors. As regards organizations, he stresses that an absence of motivation is reason enough for a worker not to attain gratification from the work.

2.2 Concept of Motivation

The word "motivation" originates from a Latin word "movere". "Movere" means to move. Thus, it creates a reflection of something going up, keeping us working and helping us to achieve our goals (Korth 2007).Jeffrey S. Nevid, a professor of psychology, defined "motivation" as:"The term motivation refers to factors that activate, direct, and sustain foaldirected behavior … Motives are the 'whys' of behavior – the needs or wants that drive behavior and explain what we do. We don't actually observe a motive; rather, we infer that one exists based on the behavior we observe." (Nevid 2013).

The definition of "motivation" can be broad, and there are many ways to define the term itself, depending on e.g. different perspectives. The purest definition it expresses is something that motivates (Merriam-Webster Dictionary 1873). It is an act or a process that gives a person a reason to do something in a particular way, or an explanation for the repeated behaviors, needs, and desires (Ellliot 2001). In short, it describes why a person does something.

In an organizational aspect, motivation has been defined as "the sum of the processes that influence the arousal, direction, and maintenance of behaviors relevant to work settings". Employee motivation at work is considered as an essential drive as it generates effort and action towards work-related activities, for example, employee's willingness to spend the energy to

achieve a common goal or reward. When an employee is motivated, he or she shows enthusiasm and eagerness towards the work and a strong determination to implement and accomplish the work tasks (Moran 2013).

"Motivation is psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence" (Jones & George 2008).

The concept of motivation could be broad; however, according to Jones & George (2008), there are three major components of motivation which are direction, intensity, and persistency.

Direction is a goal that forces an individual to perform an act to achieve it. A goal is chosen consciously or unconsciously by an individual. There are factors that influence a person in selecting the goal, including both internal and external factors, and the final goal is the best one chosen among potential alternatives. The intensity is the level of determination or effort put by an individual in the process of achieving the goal; how hard an individual has tried, and how much energy, time, money, or any other mental or physical things have been used during the process to achieve the goal. Persistence is the ability of an individual to maintain the motivation through times even though obstacles may exist (Robbins and Judge 2013).

It is not an exaggeration to say motivation is the core to being successful. A motivated person is likely to willingly put more effort into doing a task and a good result is within expectations. When goals are achieved, it drives a feeling of being satisfied and enjoyment for the employees and creates a positive working attitude in the workplace.

Additionally, the concept also mentions in the classification of motivation types which can be divided as Intrinsic (internal) motivation and Extrinsic (external) motivation as show in figure 2 (Richard & Edward 2000).

Intrinsic motivation comes from one's self-desire to seek out new things and to challenge oneself. It is the eagerness to learn, to gain knowledge and to explore self-values and capabilities (Ryan 2000). When a person has intrinsic motivation, it means he or she does the job with interest and enjoyment. Such persons have the tendency to be engaged in their jobs, do their work with passion and willingness, striving for best results and self-reward as well as continuously improving their skills and abilities (Wigfield 2004).

On the contrary, extrinsic motivation refers to the performance of activities to achieve the desired outcomes. Extrinsic motivation can arise from both internal and external factors. However, most of the time it comes from the impact of external factors rather than internal ones (e.g. individual itself). Therefore, the main question to answer is from where to get the extrinsic motivation and how a person can sustain his/her motivation (Ryan 2000). There are factors that create extrinsic motivation, for example, competitions, appraisals, external rewards, or punishment (Dewani 2013).

2.2.1 Motivation methods

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).

According to Jan KetilArnulf's article "Money as a Motivator" on Fudan University School of Management (2014), money is deemed to be the best motivator to any individual. Looking back to the historical time, it is money that caused huge differences between employees working in inhuman conditions in the early industrial revolution and the ones working in slave-conditions in the countryside. For those who take part in the "paid employee" system, the money means more than just itself; it also means freedom and prosperity. That is why many people trying to move to industrial regions with the hope to improve their lives and working conditions. With that prospect of salary, today many young people are still striving from poorer to better living conditions, from low to high education since they think it is the only way to ensure a prosperous future (Arnulf 2014).

But is money the best and only motivator? Or are there any of motivators that have surpassed the money motivator? Considering from another perspective, we, as human beings, work for money, but also for many other things too, such as achievement, recognition, advancement, growth, responsibility, and the work itself (Herzberg 1987).

Employee empowerment has been promoted as a way to increase motivation (Kaplan & Norton 1992, 1996). Empowerment gives employees a feeling of control, efficiency and impact. It creates a sense of freedom in making choices and the ways how to work, and work involvement; the feeling of responsibility and the ability to carry out work in a satisfactory manner; and the feeling of achievement when the task is accomplished within expectations and with desired outcomes. Many studies have shown that employees with high empowerment motivation have higher level of work motivation, which correspondingly results in better organizational productivity and performance (Thomas &Velthouse 1999; Koberg, Boss, Senjem& Goodman 1999).

Achievement motivation is referred to as the need for achievement (Elliot & McGregor 1999). It is the need for success and indicates the wish of attaining excellence. Achievement may vary depending on different people. For example, it is the need for enjoyment and fulfillment to have a work-life balance, to feel engaged and satisfied with the work but still able to enjoy meaningful life to the fullest. Or it is simply about the impact their work has had on e.g. society and, environment. Feeling that you are making a difference, changing the world in a positive way, and making it a better place to live is really a powerful motivator (Jex& Britt 2008).

Advancement as a motivator indicates the opportunities of being promoted to higher position, having higher salary and more benefits in the company. Not all employees share the same advancement motivation, therefore understanding each employee's needs and assisting them to reach the satisfied drivers is also a way to motivating employees (Lipman 2014).

Growth motivation is quite similar to advancement motivation since it is one of the motivators that helps retain the employees. However, the definition is broader and it is not only just about career promotion or better salary and benefits. Good employees are enthusiastic, eager, determined, and above all, ambitious. They are always looking for better opportunities to grow, to acquire more knowledge, to learn new skills, to widen their network, and to challenge themselves with different positions. Providing and stimulating employees' growth motivation is essential method of increasing the level of motivation (Lipman 2014).

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).

2.3 Theoretical Framework of Motivation

Several theories on the concept of motivation have been conceptualized decades ago namely content and process theories. Content or need theories are centered on the needs of a workforce while process theories focus more on behaviors associated with the workforce. According to Abbot and Doucouliagos (2003), content theories tend to acknowledge the basic necessities, incentives and the task or job it as significant elements that contribute to job contentment while examining the internal factors influencing the conduct of members of a workforce. Examples include Maslow's hierarchy of needs theory, Herzberg's two-factor theory, McClelland's theory and Alderfer's ERG theory. Burns (2015) suggested that process theories try to describe how behavior is stimulated, directed, maintained and stopped.

2.3.1 Abraham Maslow's Hierarchy of Needs Theory

The first theory of motivation which is used as a theoretical base for this study is Abraham Maslow's motivation theory. Abraham Harold Maslow (1908 – 1970) is an American psychologist who is well-known for his theory of Hierarchy of Needs. The theory illustrates five different stages of human needs in a hierarchic order, starting from the most basic to the most complex ones. In a survey "Review of General Psychology" published in 2002, Maslow was named among the tenth most famous psychologists in the 20th century (Haggbloom, Warnick, Warnick, Jones, Yarbrough, Russell, Borecky, McGahhey 2002)

There are some needs that are fundamental to human beings, and without their existence nothing else matters. We – living persons – consider needs as a motivator. We always start with the

lowest level of needs (Skemp-Arlt&Toupence 2007) and strive for satisfaction fulfillment; once achieved, we are then looking to satisfy higher needs. In other words, "a person cannot move to the next level of needs without satisfying the previous level" (Maslow 1954)

Maslow's Hierarchy of Needs is often described in a pyramid shape with the largest and most elementary levels of need at the bottom, and the need for selfactualization at the top (Steere 1988).

In the book titled Motivation and Personality, Abraham Maslow a distinguished psychologist postulated the Hierarchy of Needs theory (Maslow, 1954). He Stated that human needs can be categorized into five groups and that these groups can be organized in a pecking order ranging from the most important to the least important. These comprised needs such as basic or physiological, safety, belongingness, esteem as well as self-actualization needs. He was of the opinion that an individual is primarily motivated to fulfill physiological needs first before considering others. This is because physiological needs otherwise known as basic needs are essential for an individual's survival. As such once these basic needs are fulfilled, they are no longer perceived as primary motivational elements by the individual who now moves up the hierarchy seeking to fulfill safety needs. The process lingers pending when self-actualization needs are fulfilled. In a workplace, the logic to a certain extent is quite reasonable as workers who lack essential needs for continued existence such as food, air and water will barely be able to make any significant impact on productivity as such would put in little effort at work.

In support, Jennifer and George (2006) agreed that individuals from all walks of life strive to gratify five elementary needs: physiological needs, safety needs, belongingness needs, esteem needs and self-actualization needs. They claimed that these needs form a hierarchy with the most fundamental need that is physiological and safety needs situated at the lowest part of the hierarchy (Jennifer & George, 2006). They were of the notion that needs at the lowest level should be satisfied before greater needs can be satisfied.

This theory focuses on the notion that individuals are driven by unfulfilled needs, and that the fulfillment of needs at the bottom end of the pyramid only leads to the pursuit for the fulfillment of those at the higher end (Maslow, 1954). This theory suggested that for an individual to behave in an unselfish manner, every need must be fulfilled that is both deficiency and growth needs. Therefore, in as much as individuals are interested in satisfying their desires, they are advancing

towards growth, which is self-actualization. In the business setting, this implies that if workers are unable to satisfy their desires, there would be a loss of morale to work and perform excellently in the discharge of their jobs to the organization. Maslow believed that needs can't be fully satisfied citing that needs that are achieved stops to be a motivator. Therefore, managers in a bid to improve productivity need to recognize the position of members of its workforce in relation to the hierarchy so as to be able to motivate them accordingly bearing in mind that motivational tools should be tailored to meeting their desires (Robbins, 2001).

The most basic and essential four layers of Maslow's Hierarchy of Needs pyramid are called "deficiency needs" or "d-needs": physiology needs, safety needs, love and belongings, and esteem. If there is a deficiency on this level, an individual's all behaviors will be directed to content the deficits (Cherry 2015). Furthermore, if these "d-needs" are not met – with the exception of physiology needs: a fundamental level of need which must be fulfilled with satisfaction in the first place – the individual will feel nervous and scared. For example, if you have not slept well or eaten adequately, you will not be interested in your belongings desires. It is suggested by Maslow that the most essential level of needs must be met and achieved before a person moving to satisfy higher levels of needs (Goble 1970). In addition, the "d-needs" itself classified into basic needs (including physiological and safety needs) and psychological needs (including love and belonging and esteem) (McLeod 2007, 2016).

The Hierarchy of Needs starts with the lowest level of need: physiology needs (Skemp-Arlt et al. 2007). Physiological needs including vital necessities for human existence and survival, such as air, water, food, and other living needs. Physiological needs are considered to be the most important because without satisfying it first, the desires for other needs are not a matter of concern. Without food, a human body cannot function well; if you are hungry, all your activities will be oriented and forced to find food; "employers who pay at least a minimal living wage will meet these basic employee needs" (Silberstein 2017). Therefore, physiological needs should be met first.

Once an individual's physiological needs are achieved and somewhat satisfied, the person drives the desire towards his or her safety needs (Skemp-Arlt et al. 2007). It includes, for instance, the personal security: of body, of health and wellbeing, of morality, and of family; the job security: of work opportunity, and of employment; and the financial security: of property, and of resources. In the world nowadays, it is a concern when the need for safety is day by day increasing. It is not just about having a place to live, feeling certain and being free from the threat of danger and pain. People feel unsafely due to such reasons as natural disaster, war, violence, abuse, or economic instability. This level is more likely to be appeared in children as they normally need the feeling of being secured. In organization, "employers can meet these needs by ensuring employees are safe from physical, verbal or emotional hazards and have a sense of job security" (Silberstein 2017).

The next level of needs is love and belonging (Skemp-Arlt et al. 2007), which belongs to human's psychological needs. "Humans need to love and be loved – both sexually and non-sexually – by others" (Goble 1970). According to Maslow, when an individual's basic needs are fulfilled, their need is interpersonal, involvement, and acceptance. This is the need to be social, to have friends, and relationships. It can be the involvement in a group of co-workers, clubs, student organization, hobbies group, or a person's own gang; or the connections with family, close friends, colleagues, and neighbors. We cannot deny the important role of love and belonging needs in human's life, as there are evidences of people experiencing from loneliness, anti-socialization, autism or even depression in the deficient of this element. Respectively, for employers in business aspect, being able to create a satisfactory reward system and implement organizational program in which employees are actively take part in can help fulfill and satisfy these needs of employees (Silberstein 2017)

2.3.2 Frederick Herzberg Two-Factor Theory

Frederick Herzberg maintained that two completely distinct set of factors determine employee behavior in organizations. These include Hygiene factors and Motivators. Herzberg established that factors which appeared to ensure an employee's job satisfaction were connected to the job contents or the aspects of the job itself and he referred to them as motivators, meanwhile, factors which appeared to cause employees dissatisfaction were connected to the job context; and he referred to them as hygiene factors (Herzberg, 2000).

Hygiene factors are factors that will eliminate dissatisfaction when present; examples are company policy, basic needs, status, working environment, salary, supervision etc. while motivators are those factors that will result in demotivation and lack of interest in the job when not fulfilled and this could result in employees looking outside the organization for employment. Hygiene elements are described as upkeep elements considered important in evading dissatisfaction. On the other hand, these elements single-handedly do not ensure employee job fulfillment and high levels of motivation. These are factors not directly concerned with the job but concerned with the job context (Smerek& Peterson, 2007). These factors are termed hygiene factors because their presence ensures a reasonable level of satisfaction and their absence can cause dissatisfaction.

Hence, it is imperative that managers make available hygiene elements in order to minimize bases of employee dissatisfaction, however to it is much more important to ensure that motivators are present since these are the factors that motivate employees and eventually result in satisfaction. Motivators include job associated aspects including thought-provoking tasks, work achievements, acknowledgment and responsibility, chances for advancement and growth, recognition for achievement (Lumley, Coetzee Tladinyane& Ferreira, 2011). Motivated and contented workers are better positioned to be more committed as such productive than those who are merely not dissatisfied.

This theory therefore admonishes that business managers should avoid being one-sided in making decisions concerning factors that ensure satisfaction and motivation for optimum performance. Based on his work, Herzberg (1987) then posited that in order to ensure job satisfaction, the following conditions should be ensured in the organization; provision of achievement and advancement opportunities, recognition for performance, ensuring fit between employees' competencies and tasks, ensuring learning and development opportunities.

Motivator factors, including personal achievement, status, recognition, the work itself, responsibility, growth, promotion, and opportunity for advancement, are described as intrinsic factors (Herzberg 1987). The intrinsic factors tend to be intangible and deal with more emotional needs. A typical example of it would be referred to doing something with interest and enjoyment. The presence of motivator factors can lead to an increase in motivation, satisfaction and, thus, higher commitment, but the absence of it will not certainly reduce motivation (Pardee 1990)

On the contrary, hygiene factors, for instances, interpersonal relationships, company policies and administration, working conditions, quality of supervision, job security, salary, and wages and other benefits, and work-life balance, are characterized as extrinsic factors (Herzberg 1987). The extrinsic factors are tangible and classified as basic needs since it refers to doing something for external rewards such as money, fame, or status. It is opposite to intrinsic factors which influence a person's behavior by his or her inner desire and motivation. Also, unlike motivator factors, the presence of hygiene factors will not motivate, but could avoid dissatisfaction, however the absence will surely lead to demonization (Chapman 2017)

According to Herzberg (1987), there exist a complex connection between satisfaction and dissatisfaction. They both have a great influence on a person's behavior and the state of being satisfied or dissatisfied; however, they are affected by different factors and preceded independently of each other (Herzberg, Mausner&Snyderman 1959; Herzberg 1965). For example, a person indicates himself/herself as a cause to satisfaction, whilst blaming the external factors like the situation or environment for resulting in dissatisfaction (Cummings &Elsalmi 1968; House &Wigdor 1967)

Nonetheless, the theory is essential to every manager as it marked the importance of providing hygiene factors sufficiently to the employees as a way of motivation and so far, somewhat resulted in satisfaction. The absence of hygiene factors will lead to demotivation; however, the

presence of it is not enough to motivate people. Therefore, managers also have to focus on increasing motivator factors, such as by job enrichment: creating an interesting job and working environment, giving employee more opportunities for advancement, to maximize the competences, taking more responsibilities, experiencing new challenges, and giving employees a praise whenever needed.

2.3.3 Victor Vroom's Expectancy Theory

The expectancy theory, as opposed to the need theory, is a process theory. It relates to the diversity existing in the workplace as regards the opinions, thoughts and concerns of workers including their attitude and behaviors towards the job (Purvis, Zagenczyk& McCray, 2015; George & Jones, 2012). This theory specifically focuses on the personal evaluations of a workforce and their workplace. It assesses the activities of workers based on their hopes and aspirations (Purvis, Zagenczyk& McCray, 2015). The theory identifies two major concerns; the first concern is that irrespective of various possible outcomes, workers are motivated to commit their efforts to an organization only if they are certain that the end result or outcome will realize a specific level of performance (George & Jones, 2012). This means that, if the members of a workforce lack faith in their ability to perform at a particular level, the inspiration to perform the job effectively will be low or lost (George & Jones, 2012).

The other concern is that workers would only be encouraged to perform at a particular level, if their performance at this level would bring about preferred outcomes (George & Jones, 2012). Schedlitzki& Edwards (2014) linked the path-goal theory to the assumptions of the expectancy theory stating that workers have a tendency to perform effectively if they believe that they have the capability of fulfilling the assignment, achieving the expected outcome and that this expected outcome is of utmost value to them. The theory implies that workers will only be willing to put their energy to work if the outcomes of both concerns are positive (George & Jones, 2012). This means that the positivity of an outcome is assumed to be associated with a specific action, as such the willingness of a workforce to perform is largely dependent on how positively inclined they view the outcome (Vroom, 1964; Lin, 2007). The theory outlines three key elements that determine a worker's level of motivation: valence, instrumentality, and expectancy (Estes &Polnick, 2012).

George and Jones (2012) mentioned that for workers to be motivated and perform at higher levels, all conditions must be satisfied. Firstly, valence must be high; workers must crave the outcomes that the organization offers. Secondly, instrumentality must be high, which means that workers perceive that they must perform at high levels if they are to achieve the outcome. Finally, expectancy must be high; indicating that workers must believe that working hard and committing their energy will bring about higher levels of performance (George & Jones, 2012).

The theory suggested that if one amongst the three conditions is not fulfilled, there will be a lack of motivation (George & Jones, 2012). As such, workers must be convinced that performing assigned tasks at higher levels will lead to the achievement of desired outcomes, as regards the positivity of instrumentality, workers must believe that expected outcomes will be obtained, also for positive valet outcomes, workers must believe they can truly perform at a very high level if they commit their effort, leading to high expectancy (George & Jones, 2012).

2.4 Systematic Application of Different Performance Evaluation Mechanisms

James and Stoner (2009) suggested that motivation be those psychological characteristics of humans that contribute to an individual's level of commitment towards a goal. It comprises several elements that causes, directs, and sustains an individual's behavior in a specific way. He went further to say that motivation is one of several elements that affect an organization's productivity and performance levels respectively.

Every individual's performance who is working in an organization has its own importance towards its success. In this dynamic environment, it is very important for an organization survival to use their resources effectively and efficiently. And to achieve organizational goal, the evaluation of resources is also very important. As most valuable and complicated resource of an organization is human resource, so it is important that the organization conduct performance appraisal of the HR which is essential and complex (Toppo&Prusty, 2012)

2.5 Performance appraisal

Beach (1980) defined performance appraisal (PA) as a systematic evaluation of a person according to his job performance and his capability for development. A continuous process through which we can identify measure and improve the employee's performance in an organization is performance appraisal. Offering career development, employee's achievements recognition and providing them regular feedback are some of the practices of this process (Aguinis, 2007; Lansbury, 1988)

2.6 Performance Management System

According to Pareek and Rao (2006) the aim of Performance management (PM) is to create a culture in which continuous improvement of business processes are the responsibility of individuals and teams along with their own skills improvement and assistance provided by effectual leadership. Hence the objective of PA and PM is to improve individual's performance. Both are human resource developing instruments but different in scope. To achieve the employee's full capacity which will be in benefit of both employee and organization is the main objective of PM system. The full potential of an employee can be gain by defining them the organization expectation in terms of expected behavior, tasks, responsibilities and required proficiency. (Armstrong, 2006) Wilson (2005) added that PM is a set of processes. It is neither a single step process nor a technique. It includes employee's knowledge about their manager's expectations, their motivational level to perform up to the mark, counseling and their performance evaluation aimed at identification of their weak areas of performance where improvement is required.

2.7 From PA to PM system

Tripati (2005) mentioned that the shortcoming of the PA system is one of the important reason of the organization to shift from PA to PM even though the purpose of both are same that is to develop employee's performance by classification of their strengths and weaknesses to lead for formulation of appropriate training and development program. When we compare PA and PM system the main difference is that PA sets job standards and based on these set standards past performance of employee is evaluated. PA is used as a tool which is used to evaluate an

employee and mangers are encouraged to make subjective judgment against the job standards which were predetermined. While on the other hand PM system focuses on managing immediate performance to ensure that the performance must reach at desired level. It is an ongoing process in which the performance of an employee is well managed so that the set targets can be achieved on time without evaluation or corrective action at some point in future (Armstrong, 2006).

Need for PM system: According to Bourne et al (2003) Organizational objectives can be achieved through a better PM system. According to practitioners, it is a corporate, business or an enterprise PM system. It shows that performance management principles are being used at each level of the organization. The term corporate performance management is used to make a distinction between the individual and organizational performance management. De-Waal (2006) added that the best approach to gain good results is performance management. Due to this many of the profit as well as non-profit organizations are trying to implement a PM system in their organizations so that they can gain better outcomes in a dynamic and changing environment. If you want to create a PM system in an organization few things you have to take in account i.e. job performance should be clearly understood as a measuring tool of performance and through a fair and accurate performance evaluation, rewards should be given to the employees along with the development opportunities and acceptable feedback should also be provided to employees.

The PM system will be able to efficiently work in an organization if it is completed and redefined. (Decramer et al,2008) In most of the organizations, managers are the one and only source to evaluate employee's performance but before giving them the feedback they are asked to self-assess them. In organization when it is asked from HR that what they think about performance appraisal purposes they said that the performance appraisal information is used to give promotions and recognition to employees and for salary purposes. None of them talk about its development approach. (Dargham, 2008) Organizational performance and the attention given to management control have a clear and strong relationship. Both dimensions of management control i.e. instrumental and behavioral should be improved. Organization should not only improve these dimensions of management style but also do this in order to improve the overall organization's performance.

Thus, the study of Waal (2010) has identified some instrumental and behavioral dimensions. Instrumental dimensions are content, alignment, integrity, responsibility structure,

manageability. Behavioral dimensions are communication, management style, action orientation and accountability. In order to get sustainable performance, organization should focus on these dimensions. Cokins (2004) stressed that we can get better results from performance appraisal only when organization's employees have trust on that system and in a transparent way, they are involved in mutual goal setting. Mani (2002) has mentioned that when employees are satisfied with their manager and has reliance on performance appraisal system only then they perceive it as a better management decision tool. Only on the basis program's procedure, employees don't perceive this system as fair Roberts (2003) supported the idea that if the results of this system are acceptable for employees and they think it as fair and transparent and have trust on this system otherwise the implementation of this system will be useless and ineffective. Dargham (2008) research observed five different types of problem generated by the appraisal systems i.e. The use of conflicting criterion which may lead to unenthusiastic mind-set toward the PA system, shortage of tools seeking to improve the PA system, an unfair perceived PA system, not having the support of senior management and finally untrained appraisers who require communication skills and as a result are not capable of conducting an effective feedback.

The research findings pointed out many areas which need to be improved like an open and sincere feedback, a fair process, a structure in which enhancement in PA may be facilitate, the use of clear evaluation criteria and finally senior management support. Managers must manage their own performance first if they want to be a good performance manager. Research of Aslam and Sarwar (2010) explored that the company manager should be trained first about the system and implementation of that system which company own HR managers or third-party experts are going to introduce in the organization. Gaining the line manager's commitment on PMS is one of the major problems. It must be done even though it takes a lot of time and effort. This problem can be solved by the top executives as they can make PMS a part of manager's job description and realize them that it is the essential part of their job. Line managers should be trained and motivated as they are directly responsible for the implementation of PMS in their relevant department and responsible for employee's motivation in this regard.
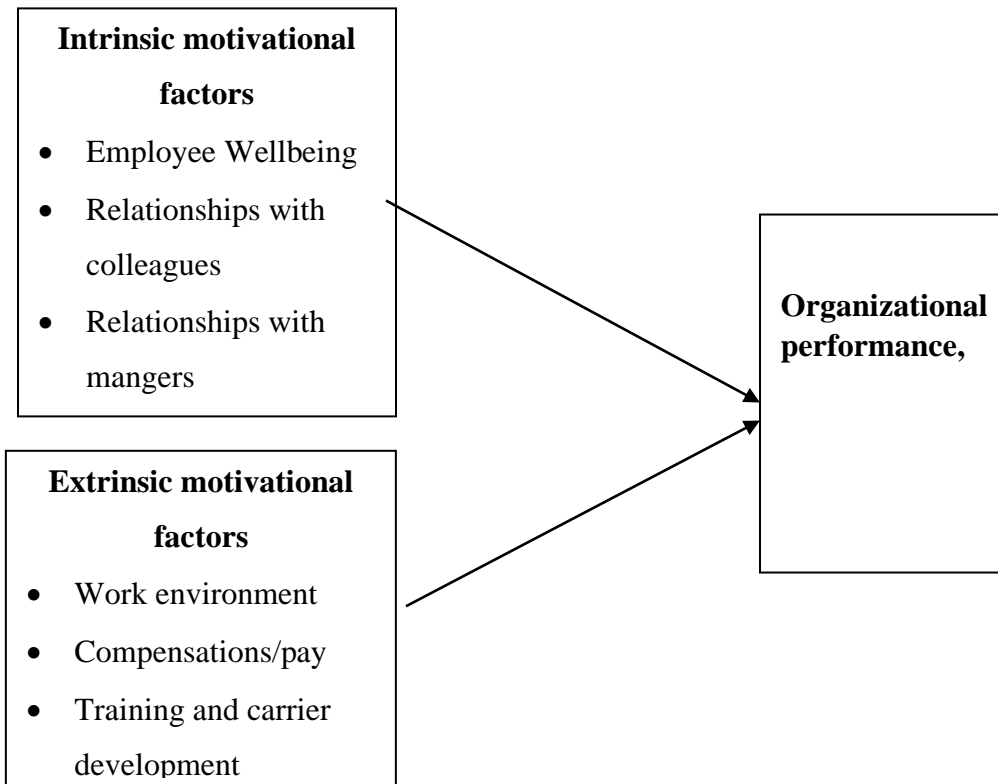
Conceptual Framework

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┌─────────────────────────┐
│  Intrinsic motivational │
│         factors         │
│                         │
│  • Employee Wellbeing   │                          ┌──────────────────┐
│                         │                          │                  │
│  • Relationships with   │──────────────┐           │  Organizational  │
│    colleagues           │               ╲          │  performance,    │
│                         │                ╲──────→   │                  │
│  • Relationships with   │                ╱          │                  │
│    mangers              │               ╱           └──────────────────┘
└─────────────────────────┘              ╱
                                        ╱
┌─────────────────────────┐            ╱
│  Extrinsic motivational │           ╱
│         factors         │──────────┘
│                         │
│  • Work environment     │
│                         │
│  • Compensations/pay    │
│                         │
│  • Training and carrier │
│    development          │
└─────────────────────────┘
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Figure 2.1: conceptual frame work of variables relationship

CHAPTER THREE

3. Research Methodology

3.1 Research Design

Research design is a comprehensive plan for data collection in an opinion research project. It is a blueprint" for empirical research aimed at answering specific research questions or testing specific hypotheses (AnolBhattacherjee, 2012).

Out of the three types of research approach namely; qualitative, quantitative and mixed, the study used mixed research approach since it involved both quantitative and qualitative method of analysis using different statistical techniques. A research that focuses primarily on the construction of quantitative data follows a quantitative method (Kent, 2007).

This study was conducted with mixed method study design. From the strategies of mixed method, concurrent triangulation was considered to triangulate the qualitative with the quantitative data. Purposive sampling was applied to select the School based on the number of employees they employed. Accordingly, School of Nation Primary and Secondary School was selected. A total of 95 employees consisting of 58 teachers, 15 office workers (Administrators), 14 cleaners and 8 security workers were selected, and the response rate was 91.3%. After proportional allocation was computed to each unit in the school, simple random sampling with lottery technique was used to select employees from each department. Again, Purposive sampling was used to select the key informant interviewees for the qualitative approach. Different study subjects (e.g. School management, students and parents relation with the school) were included for the objective of identifying effects motivation on organizational performance.

3.2 Research Approach

Research design focuses upon turning a research question and objectives into a research project.

It considers research strategies, choices and time horizons (Saunders.M, Lewis.P, Thornhill. A,2009, p160). Studies that establish causal relationships between variables may be termedexplanatory research. The emphasis here was on studying a situation or a problem in order to explain the relationships between variables (Saunders.M, Lewis.P, Thornhill. A, 2009, p140).

This study adapted a mixed approach where both qualitative and quantitative data was used accordingly. Hence the existing relationship between motivation and organizational performance was described using words to narrate the circumstances. On the other hand, compare and contrasts of the effect motivation of employees on organizational performance was explained using numerical comparisons. Descriptions was made on the numbers as per needed.

3.3 Population of the Study

A population is a complete set of items that share at least one property in common that is the subject of statistical analysis (Vaux, 2001). It can also be called a 'study population' which refers to the aggregation of elements from which a sample is actually selected (Churchill, 2001).

The general population of the study will be the employees (including 58 teachers, 15 office workers (Administrators), 14 cleaners and 8 security workers) at School of Nation Primary and Secondary School. Hence total population of the study is 95.

3.4 Sampling Technique

The two broad categories of sampling techniques are probability or representative sampling and non-probability or judgmental sampling (Saunders.M, et.al, 2009). For this study, both the probability and non- probability sampling method were chosen because they gave the mostreliable representation of the whole population. Probability sampling is a sampling process that utilizes some form of random selection (Salant&Dillman, 1996). In probability sampling, each unit is drawn with known probability (Yamane, 2001) or has a nonzero chance of being selected in the sample. Examples of probability sampling include stratified sampling, cluster sampling,simple random sampling and multi-stage sampling. Non probability sampling or judgment sampling depends on subjective judgment (Salant, 2001). Dividing the population into series of relevant strata means that the sample is more likely to be representative as it ensures each stratum is representative (Mark, Philip & Adrian 2009).

Psychological satisfaction measuring scales was applied to collect quantitative data. Accordingly, the scale questioners were distributed to the employees to assess their satisfaction scale ion relation to their motivation and organizational performance at the period of data collection. The data collection was applied to the samples chosen from the total population of the study. Hence samples were selected representing each group of the employees respectively to the percentage share they contribute to their group.

The research used a purposive sampling where the researcher chooses the research participants based on their appropriateness to respond to the research questions accordingly. The major measurement for the researcher to evaluate the proper research respondent is through judgmental approach where she selected the samples from the general population based on their fitness to respond to the research questions raised to assess the existing situation on the study subject matter.

3.5 Sampling Size Formula

After determining a suitable sampling method, the remaining problem was to determine the sample size. Samples are defined as the group of people who participate in a study (Jackson,2008). There are four strategies to decide the sample size; census for small population, imitating the sample size of similar studies, applying formulas to calculate the sample size, and using published tables (Hanan 2017).

Sampling is concerned with the choice of a subgroup of individuals from the target population in order to enable the estimation of the characteristics of the entire population (Singh and Masuku, 2014). It is vital to use an adequate number of subjects to ensure a higher probability that results of the study will be more generalizable and interpretable (Mugenda, 2008).

The sample size will be calculated using the "sample size determining for research activity table" by (Krejcie and Morgan, 1970). In estimating the sample size, a 5 percent margin of error (confidence interval) and 95 percent confidence level will be used. The sample size for the study therefore is 47 for a sample population of 95.

3.6 Samples

From the total 95 population of the study, samples were chosen based on their contribution to the percentage share as they represent each group of employees in the school. In other words, the bigger number of the employee's group the greater number of samples were representing the group and vice-versa.

3.7 Data Collection Procedure

For the study purpose, both primary and secondary data were used. The primary data were collected from employees of School of Nation Primary and Secondary School. Thesecondary data was collected from records of the school under study. The primary and secondary data have been collected to cover every aspect of the study. The primary data were related to behavior and response of employees and the administration of the school. Primary data were original in nature and directly related tothe issue or the problem. Primary data were the data which the researcher collected throughvarious methods like interviews and questionnaires

As the study used a mixed approach, both qualitative and quantitative data was used as raw for the study. Accordingly, distribution of questioners containing different forms of questions and semi-structured in-depth interview and document review was applied to collect relevant information for the research. The researcher has assigned certain partners to collect the corresponding result of the questioners distributed to collect the important data for the study.

In-depth interview are guided conversations that are usually one of the most important sources of case study evidence. However, the researcher should only be used to obtain information that cannot be obtained in any other way. Interview conversation has been described as a pipeline for transmitting knowledge (Yin, 2003).

3.8 Validity and Reliability

3.8.1 Validity

Validity defined as the extent to which data collection method or methods accurately measure what they are intended to measure (Saunders et. al., 2003). Validity is concerned with whetherthe findings are really about what they appear to be about.

Content validity was used to assess how well a set of scale items match with the relevant content domain of the construct that it was trying to measure. It is the degree to which results obtained from analysis of the data actually represent the phenomenon under study. It is the correctness and reasonability of the data. It refers to getting result that accurately reflects the concept being measured.

"Validity is defined as the extent to which a concept is accurately measured in a quantitative study" (Heale&Twycross 2015). In other words, a research is valid if it measures what it is supposed to measure. According to the American Educational Research Association, Psychological Association and National council on Measurement in Education (1999), a high validity research transpires when the evidence and literature support the interpretations of the results.

In relation to construct validity that was the instruments measure the variables that they were supposed to measure and not other variables. Professional opinion from individuals was soughtto assess the validity of the data collection instruments. The researcher also improved validity by matching assessment measure to the goals and objectives and by making useful adjustments to the research instruments after the pilot study. In any research study, a researcher manipulated one variable, the independent variable, and studied how that affects the dependent variables. Afailure to isolate the controlled variables compromised the internal validity.

In order to keep the research in a high valid level, a theoretical review was done to acquire understanding on different motivational types and factors and the effects it has on personal work performance and organizational performance. The survey was created based on the theory to ensure the consistency of the findings. Before conducting the survey, it was tested on nine persons in furtherance of detecting errors and possibly improving the quality of questionnaire.

3.8.2 Reliability

Reliability, on the other hand, refers to the precision and consistency of the study findings. When the answers of the survey generate a similar result, the finding is said to be reliable. The amount of error existing in the findings also indicates how reliable the research is. If the degree of error is low then the level of reliability is high and vice versa, high degree of error results in low reliability research (Heale&Twycross 2015). For this study, the survey was conducted on a medium scale of 95 employees working at School of Nation Primary and Secondary School. All the respondents were collected individually and anonymously, hence increasing the objectivity of the research. With 50 respondents, the data gathered is considered reliable.

3.10 Data Analysis Method

Data obtained through questionnaire was cleaned, categorized and organized, analyzed and then presented using both descriptive and inferential statistical methods. 'Descriptive statistics allow the researcher to describe the data and examine relationships between variables, while inferential statistics allow the researcher to examine causal relationships.' Geoffrey, David, & David, 2005: 209)

Data was analyzed using narrative analysis and thematic analysis. The analysis stage has considered and employed analytic techniques, explores rival explanations, and displays data apart from interpretations (Yin, 2003). In this study both qualitative and quantitative data that was extracted through the aforementioned methods yield rich experience of participants in words and numbers.

The data gathered from questionnaires was examined and validated by checking the answers and by numbering them. Descriptive statistics including percentage analysis, mean, standard deviation, tables and graphs, were used to describe and summarize responses.

Thus, it involved translating the data and categorizing expressions into sub themes unified to the research objectives. The collected data will be transcribed to Amharic if needed be. The Amharic transcripts will then be taken back to participants for member checking. Double translation will be employed to insure data originality.

Chapter Four

4. Research Findings and Discussions

4.1Introduction

In this chapter, the data collected through survey were analyzed using statistical tool of SPSSversion 20. First, the survey overall responses are discussed followed by discussion on the respondent's profile, and perception of the respondents on different variables using descriptive statistical tools. Finally, the results of the correlation analysis and multiple regression analysis were presented.

This was a process of inspecting data file and exploring the nature of the research variables.Under this descriptive statistic, manipulating the data and calculating total scale scores would be presented. The sample size for this research was 95. While distributing the questioners,additional 25 papers (10% of 255) for contingency were distributed and 260 questionnaires werereturned.

Table1 Response Rate

Questionnaires	Number
Number of questionnaires distributed	95
Returned questionnaires	48
Not returned questionnaires	47
Incomplete questionnaires	1
Total usable questionnaires	47

(Source: survey result, 2020)

4.2 Descriptive Analysis for Scale Items

Descriptive analysis demonstrates the level of agreement of the respondent's perception towards different variables of the research. An itemized rating scale was used to construct a range. This range used to measure the perception level of the respondents towards each variable. The researcher used the following formula to construct the range.

Itemized rating scale=$\underline{Max-Min}$

$$N$$

$\underline{5-1} = 0.8 \ 5$

5

Table 2 Mean Interval

Intervals	Perceptions
1.00-1.80	Strongly disagree
1.81-2.60	Disagree
2.61-3.40	Neutral
3.41-4.20	Agree
4.21-5.00	Strongly agree

4.3 Research Findings and Discussions

Introduction

Theoretical, Empirical and Practical resultants of the study were assessed briefly to provide multidimensional view of the social matter as discussed below. Theoretical Findings were discussed with respect to the theories used in this research namely Maslow's hierarchy of needs theory, Herzberg's two-factor theory and Vroom's expectancy theory.

4.3.1 Theoretical Findings

i. The Abraham's Maslow's theory is validated by the findings of this research with respect to the relationship between motivation and productivity. Although the theory has been widely criticized, it is however significant and still very much applicable in today's business world.

ii. The theory establishes that for employees to be highly productive certain needs must be fulfilled and even though it does not hold true or is not applicable in all settings it is however relevant to managers who seek to get the best performances from their employees.

iii. These needs may vary individually in terms of priority ranging from basic needs to security needs to belongingness needs amongst others. This is because when employees' needs are met over time, they see the need to reciprocate the support of their organization by increasing their productivity levels.

iv. Herzberg's motivation-hygiene theory is also substantiated by the findings of this study despite the various criticisms levied at the theory.

v. The effects of motivational (intrinsic and extrinsic) factors such as work environment, employee well-being, relationship with co-workers etc. on job satisfaction of workers shows that in line with the Herzberg motivation-hygiene theory, employees who are satisfied with their jobs tend to be extremely productive.

vi. Vroom's theory has also been validated because current research generally supports the decision-making concepts proposed by the theory which is seen as relevant or effective in terms of improving worker's productivity levels.

4.3.2 Empirical Findings

i. Most of the respondents in this study tend to disagree that the organization does a lot as regards health and wellbeing of the employees. This is because most of the respondents are not satisfied with their working conditions and feel that the organization does not provide them with adequate leave and holiday periods. Also, majority of the respondents also feel that the organization does not take matters concerning employee health and safety seriously.

ii. Majority of the respondents tend to agree that they enjoy good relationships with their coworkers both within and outside the workplace. They also tend to agree that the company organizes social functions to bring staff together thereby encouraging harmony amongst employees.

iii. A great number of respondents also tend to agree that they enjoy good relationships with their managers. This is because most of the respondents receive feedback in form of praise and criticisms concerning assigned tasks and is also involved in decision making processes in the organization. However, they also claim that such relationships are strictly professional as they do not enjoy friendly relationships outside the workplace with their managers.

iv. As regards work environment, most respondents tend to disagree that their present working conditions are okay and that their offices are spacious. However, they tend to agree that the organization is doing a lot to improve the environment by organizing health and safety environmental programs. Also, most respondents claim to enjoy a certain level of autonomy in discharging their duties.

v. In terms of compensation, a great number of respondents tend to disagree that the company pays them well. They also prefer cash rewards to in-kind rewards and claim not to receive allowances for special duties and overtime on the job. However, they tend to agree that tend to agree that more incentives should be included in their total reward package and that they are currently satisfied with their current pay. vi. As regards training and career development, most respondents tend to agree that the company has a training and development policy applicable to all employees. Also, they claim to have attended skill acquisition programs sponsored by the company and that supervisors support the use of techniques learnt in training that employees bring back to the job.

4.3.3 Practical Findings

The resultant findings of this study are discussed briefly in this chapter. Accordingly, a total of 95 respondents were scheduled to be interviewed but eventually only 47 (including 31 teachers, 9 office workers (Administrators), 6 cleaners and 1 security worker) of them were reachable due to different circumstances.

60 questionnaires were distributed to the population and 48 were received. After cleaning the data by scrutinizing the data to ensure all questions were filled appropriately, 47 remained, giving this study a response rate of 91%. The response rate is the extent to which the final set of data includes sample members and is calculated from the number of people with whom interviews are completed, divided by the total number of people in the entire sample, including those who refused to participate and those who were unavailable (Koltler, 1997).

Based on their gender classification out of the total 47 reachable participants 25females and 22 males took part in the data collection process. In percentage while the female participants share 54%, the males were 46% of the total population.
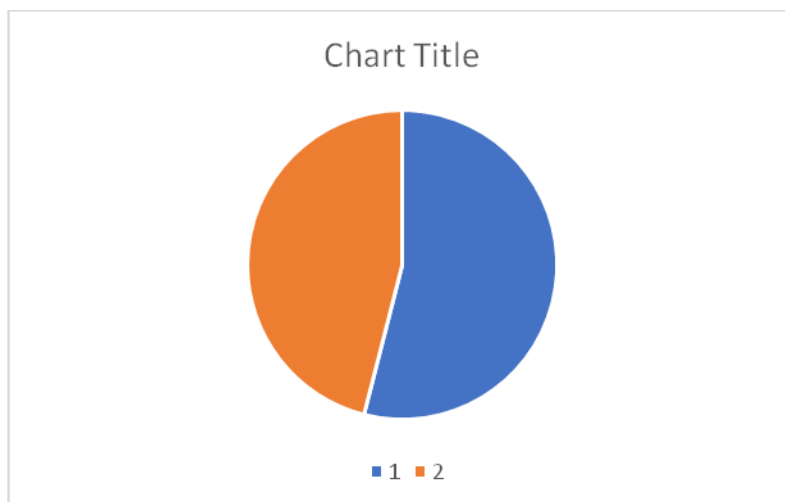

Figure 1. Respondents based on their gender

The respondents were asked to indicate the age group the belonged to and the results are as shown. Hence 17% of the respondents are below 25 years of age, 26% are between 26-30 years, 28% are between 31-35 years, 20% are between 36-40 years while 9 % are above 41 years of age. This shows that majority of the respondents are aged between 31 and 35 years.
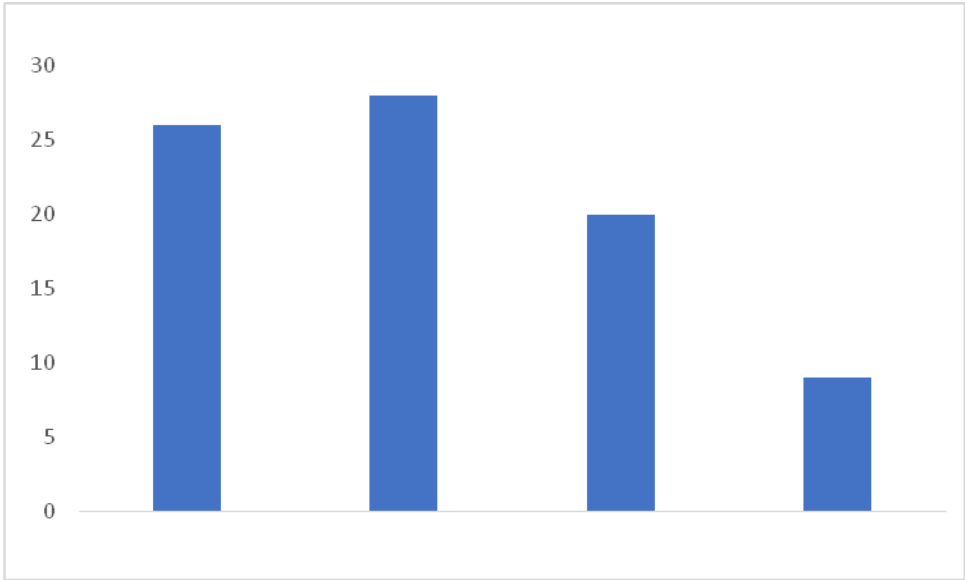

Figure 2. Respondents based on their age category

The respondents were asked to indicate the department they worked in and the results are shown below. Accordingly, that 36% of the respondents are teachers, 9% were cleaners, 24% are in administration, 20% are in finance and 11% are in security departments respectively. The results show that teachers constitute the largest department with 37% of the total respondents.
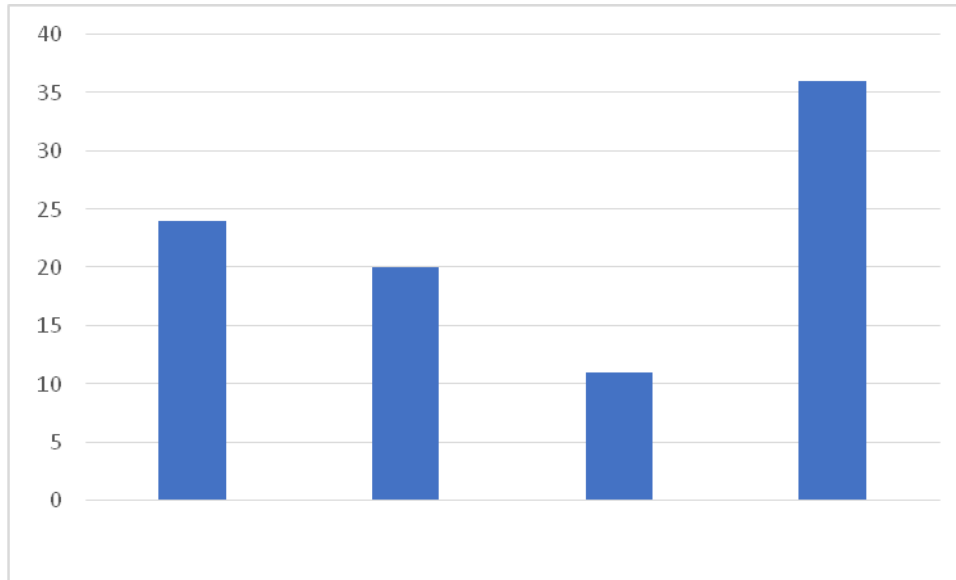
Figure 3 Respondents' Department

4.4 Perception towards work motivation

Large number of teachers (49.1%) stated as motivation is prospective encouragement for performance followed by getting recognition (39.5%) and financial incentives (37.3%). Teachers from the Private School largely described motivation in terms of prospective encouragement (49.3%). On the other hand, getting motivation (in types of award, additional income and work promotion (81.8%) was the dominant descriptions of motivation from the school.

Similarly, from the qualitative data, teacher perceived motivation as it is doing one's work with full interest, doing good things and sacrificing you as much as possible for others. Motivation does have an impact on the performance of employees as stated by the teacher as follows: -

For me, motivation is doing your own work without any enforcement, that mean with no interference of anyone, by yourself after accepting your profession; but first the person should accept his own profession and I, myself, love my profession.

Actually, I'm not this much good in narration! But, thinking empathically for people with sense of 'had it been me' and when the person does good, may be difficult always, but with all possible extents; this is motivation.

The survey continues with questions about motivation levels. The next three questions indicate a person's self-evaluation on their motivation level at work and what they think about its linkage to work performance.

The results turned out surprisingly but positively. Accordingly, 19.1 % of respondents felt highly motivated at work, whilst 64.3% evaluated themselves as motivated. On the other side, there was 13.4% percent of who recorded to be demotivated at work and more notably a small but worrying 3.2% percent of total respondents marked them as highly demotivated.
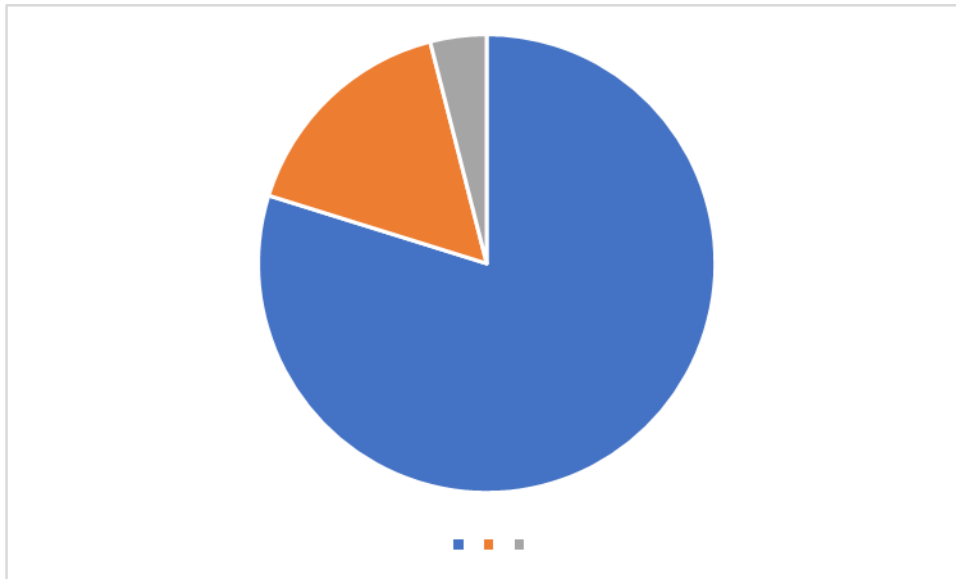

Figure 4 Respondents' level of Satisfaction

In addition, when asked about if there exist any connections between one's motivation and the work performance, 93% of the respondents confirmed with the statement whereas 7% disagreed.

After the questions about motivation levels, the study moved to examine in details of which factors motivate the respondents the most at work. The answer options, which are financial benefits, work-life balance, promotion opportunities, praise and recognition, organization's cultures, personal growth, and empowerment, were created based on Herzberg's Two-Factor Theory. The respondents were asked to choose the three most motivating factors that applied to their cases.

Among the seven options, financial benefits ranked first with 73.6%. Without doubt, money is important. People work to earn money and use it as a mean to secure their lives and satisfy their

needs. This is accurate when comparing to the theoretical models of this research, where money represents the most primary need of a person that must be achieved first. Once this need is fulfilled, people have the tendency to be more driven by intrinsic motivation factors. As reported by the respondents, personal growth stood the second with 72.9%. The growth itself does not mean only the increase in salary or promotion possibilities; it is also about a person' opportunities to grow, to challenge themselves, to acquire knowledge, and to learn new things. Employees with high level of personal growth are highly motivated, determined, enthusiastic, and ambitious. They tend to put more effort in accomplishing their work and strive to produce the best work quality. The last factor in top three was work-life balance with 63.7%. The respondents emphasized the need for enjoyment and fulfillment, while being happy and feeling engaged at work but still enjoying the life to the fullest.

However, it does not seem like the factors that motivate employees at work are the factors that make them to stay in their job. Motivation can cause in excelling performance, but it is the feeling of satisfaction and happiness that makes employees remain in their current positions.

The next question targets on defining the factors that make respondents stay in their current jobs. The answer options were created based on Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, but with a focus on Herzberg's theory. The results turned out to be different from that of the previous question. Money, which was chosen as the most motivating factor to employees, now ranked eighth and ninth. The flexibility of work and a good relationship with supervisors/co-workers were the leading reasons with 61.8% percent, followed by a challenging and interesting job with 51.3% percent. In addition, job security, a healthy working environment, and development opportunities were also listed as one of the reasons contributing to job retention with around more or less by 20%. Apparently, intrinsic factors were seen to have more influence on a person's job retention decision.

To continue with the motivation factors, how the respondents feel about their work was investigated by posing a Likert scale question. The respondents were asked to mark their level of agreement using terms "strongly agree", "agree", "disagree", or "strongly disagree" for the following statements:

• "I am happy with my job"

• "I am inspired to meet my goals at work"

• "I am determined to give my best effort at work each day"

• "I have clear goals, priorities, and objectives in my work"

• "I am provided with adequate materials and equipment needed to do my job"

The results appeared convincing. Most respondents indicated that they are satisfied with sufficient working facilities that enable them to perform better. The nature of work and the work direction were thoroughly acknowledged. The respondents were motivated and willing to put more effort to achieving the goals at work. Most importantly, they were happy with what they.

The survey ends with two questions concerning job retention. After examining all aspects of motivation, the respondents were asked if they might ever think of quitting their current job. The answer options were ranged based on frequency levels, which were "always" (6.4%), "sometimes" (32.2%), "rarely"(24.8%), and "never"(36.6%), were doing.
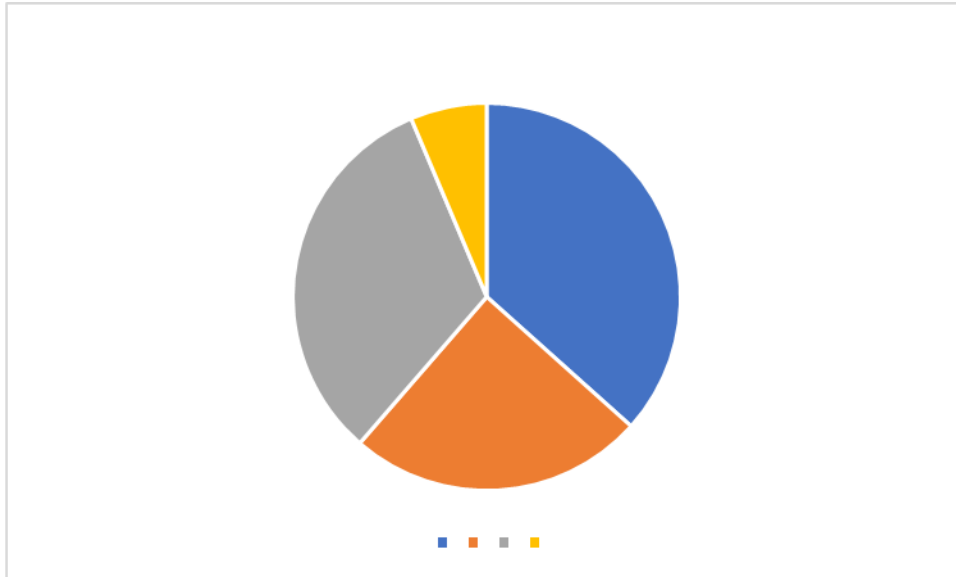

Figure 5 Respondents degree of job ret

The last question concluded the survey by inquiring if respondents would suggest their organization to other people as a great place to work. 80.9% addressed the answer "yes", while 19.1% responded "no"

4.5 Discussion of the Findings

The result of this study shows that there is strong relationship between motivation and employees' performance where by 81% of employee agree that motivation help to increase performance. Majority of employees mentioned and agreed with the following motivation factors which trigger the performance of employee these are trainings, working environment, promotion, rewards, and equality on job, transportation, working tools, and good salaries.

Therefore, the results of this study to large extent agree with the findings of study conducted by Muogbou.sin (2013) whose study investigated the Impact of Employee Motivation on Organizational Performance of selected manufacturing firms in Anambra State. The result obtained from the analysis showed that there existed relationship between employee motivation and the organizational performance. The study reveals that extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This also is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommends that all firms should adopt extrinsic rewards in their various firms to increase performance.

Another study which has comparable findings to this research work is a study done by Malik, M.E&Ghafoor, M.M at el (2011) conducted a research by taking sample size 103 employees of Telecommunication companies and different banks of Punjab and discuss about employee motivation, employee performance and organizational effectiveness. The result shows that motivated employees are more productive as compared to de-motivated employees. There is positive relationship between organization effectiveness, employee motivation, and employee performance.

Chapter Five

5. Summary, Conclusion and Recommendations

5.1 Summary

The study results show that in general, the respondents are motivated in their work. Money, personal growth, and a work-life balance are what motivate them the most. They enjoy the flexibility of work, the challenging and interesting traits it brings, and a good relationship with their supervisors and colleagues. They have clear goals, priorities, and objectives at work plus enough working facilities.

They are inspired to give the best effort and meet the set goals every day. Above all, they are happy with what they are currently doing and glad to recommend the School of Nation Primary and Secondary School as a great place to work to others.

However, there still exists some factors that need to be improved in order to increase employees' motivation. For examples, according to the results, the respondents experienced a low rate for empowerment. It might be the consequence of deficient work involvement, low responsibility level, or a lack of freedom in making choices and the way to implement tasks. Furthermore, the availability of promotion opportunities should be higher and a clear, united, and a unique organization culture needs to be defined and practices well. In addition, providing job rotation, improving management style, and having effective communication within the School are also ways to a higher employee motivation level.

5.2 Conclusions

Considering the findings of the study, a hired staff should be given a job he has been trained for and is best suited for so that he can enjoy doing what he knows best. Subordinates are also well motivated when granted responsibility and some form of authority. Hard working, talented and ambitious staff members should be given room to develop their full potential. Our findings also revealed that there is obvious difference between properly motivated workers and those who are not. This means that workers who are motivated have a sense of belonging, recognition and achievement. If employees are encouraged by motivation, they can strive to make sure that they identify with the organization. Since they are highly motivated, they will perform their functions

with all sense of responsibility, humility and efficiency. All motivated workers are pampered in their effort to perform creditably well in their functions. The needs and wants of the employees should be investigated. The employees should be exposed to seminars and workshops as they play significant role in reviewing the past with criticisms and providing solutions and remedies to current problems and issues in the best interest of the employees and the organization itself. The use of periodic performance reviews, basing recognition upon systematic evaluation would also help motivate workers.

In conclusion, the motivation of employees plays one of the most vital roles in an organization's performance and assertively contributes to its growth and prosperities. Therefore, it is necessary for any employer to understand what truly motivates the employees and how to maximize the overall job performance. The theoretical framework of the study and the findings had confirmed that the motivation of employees is affected by two main factors which are intrinsic motivation and extrinsic motivation. The extrinsic motivation arises from external elements such as salary or other benefit packages. However, intrinsic motivation, which derived from the inside of a person and seemingly related to their needs, desires, and goals has established a fact to overweigh the influence of extrinsic motivation. Some examples of intrinsic motivation can be listed as personal growth, having a worklife balance, an interesting and challenging job, work flexibility, and a good relationship with supervisors and co-workers. It is not only a factor that motivates employees at work; it is also an important determinant for job retention.

5.3 Recommendations

Employees should be given the opportunity to contribute their ideas to the affairs of the organization as this will boost their morale and consequently lead to higher productivity. Management should make positive effort towards improving and maintaining effective communication system between the three levels of management (top, middle and low) and subordinates, so that workers will be acquitted of what is expected of them by the management.

Management should try to make materials and equipment that will enhance effective performance of workers available. Management should also use merit award for difference displayed in the performance of a job by an employee. Employees should be given the

opportunity to take part in training programmed to help them improve their skills and knowledge on the jobs.

They should provide an atmosphere for the attainment of high productivity, which will in turn give employees a feeling of satisfaction. Employees are indeed a major contributed component to the business development and success. It suggests that the motivation of employees can be achieved through the empowerment of employees. It indicates the degree of which the employees are involved in decision-making processes, the existence of mutual connection between the employees and the company, and the authorization over the task they are working on. High employee involvement shows higher level of employee motivation and satisfaction. Therefore, engaging employees in meetings and discussions and letting them know that their ideas and contributions are listened to and appreciated, giving them space and opportunities to experience and be aligned with the corporate culture, delegating them a higher responsibility level for the task they are in charge of, and the freedom in making choices and decisions regarding their specific tasks are some ways to increase the motivation level.

Employees should be promoted when due in order to ensure better job performance. Management should make efforts to improve salaries, working conditions, job security, job dissatisfaction and poor supervision to certain standard that will make employees feel happy about their job. Managers should hold out the promise of reward once the objective is achieved, because behavior, which is perceived to be rewarded, will tend to be repeated.

Furthermore, having repetitive tasks every day is a reason for demotivation, boredom, and a lack of enthusiasm. Thus, it is recommended for companies to implement job rotation in order to keep the employees' interest and satisfaction with work. Sufficient training programs and feedback systems are necessary to be included not only to provide employees adequate knowledge and skills to do the work but also to improve the working environment, techniques, and quality. Proper recognition of well-done work and opportunities to growth and become promoted are also prioritized as an effective method for motivation fulfilment. Finally, a utilization of appropriate management style and effective communication within all levels of the organization are as well the elements that contribute to higher motivation level of employees.

Finally, functional recreational facilities should be provided for employee's relaxation. To sum up, the motivation of employees can be affected by many factors. However, a combination of

both physical incentive and spiritual stimulation is the most powerful way to raise the motivation level.

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APPENDICES

QUESTIONER

The general objective of this study is to determine the effect of employees 'motivation on Organizational Performance. The study will focus on the case of School of Nation Primary and Secondary School. The following questionnaire has been developed to help the researcher gather information necessary to answer the research questions of the study. Kindly fill it appropriately.

Section A: Demographic Questions(CircleAppropriately)

1. Gender:

    a) Male   b) Female

2. Age Category:

    a) Below 30 years   b) 31 – 40 years   c) 41 – 50years
                                                  d) Above 50 years

3. Educational status:

    a) Illiterate   b) Primary education c)   First   degreed)
    Postgraduate Degree

4. Marital status

    a) Single   b)Married   c) Widowed d) Divorced

5. Job Status

    a) Senior Staff   b) Junior Staff   c) Contract Staff d) Casual
    Staff

<div align="center">**Motivational Scale Assessment**</div>

The following questions are prepared to assess the motivational level of employees in their current organizational performance. Please tick on the degrees of your choice from below indicated by the numbers.

 1= Strongly Disagree 2=Disagree 3=Neutral

 4=Agree 5= Strongly Agree

Section B: Employee Motivation

PartI: Internal Factors (Tick Appropriately)

S/N	Employee Wellbeing	1	2	3	4	5
1	I am okay with my present working conditions					
2	Work pressure puts stress on me					
3	I feel safe at work					
4	The Institution provides me with adequate leave and holiday period					
5	My company does a lot as regards the health and safety of its employees					

S/N	Relationship with Colleagues	1	2	3	4	5
1	My relationship with my co-workers is strictly professional					
2	I enjoy working with my co-workers					
3	I enjoy a friendly relationship with my co-workers outside of work					
4	My institution organizes social functions and get together parties for all staff					
5	My company does a lot to improve the relationship amongst all staff					

S/N	Relationship with Managers/Superiors	1	2	3	4	5

1	My relationship with my managers is strictly professional					
2	My manager criticizes me when I fail to meet expectations					
3	I receive credit or praise from my manager when I meet or exceed expectations					
4	My manager involves me in decision making processes					
5	I enjoy a friendly relationship with my manager outside of work					

Part II: External Factors (Tick Appropriately)

S/N	Work Environment	1	2	3	4	5
1	I enjoy a conducive and friendly work environment					
2	My Institution does a lot to improve the work environment					
3	I enjoy a certain level of autonomy in discharging my duties					
4	My institution organizes routine safety environmental programs					
5	My office is spacious and comfortable					

S/N	Compensation	1	2	3	4	5
1	My institution pays me well					
2	I believe more incentives should be included in my total reward package					
3	I am not satisfied with my current pay					
4	I prefer in-kind rewards to cash rewards					
5	I receive allowances for special duties and overtime on the job					

S/N	Trainings and Carrier Development	1	2	3	4	5
1	My institution has a training and development policy applicable to all employees					
2	I have attended skill acquisition programs sponsored by the company					
3	Supervisors support the use of techniques learnt in training that employees bring back to their jobs					
4	My institution links training and development with its business strategy					
5	Employees who use their skills are given preference for new assignments					

Section C: Organizational Performance Measuring

S/N	Effectiveness	1	2	3	4	5
1	Senior managers visibly demonstrate a commitment to quality by providing feedback					
2	My institution provides realistic and clearly defined quality goals					
3	My company does a lot to ensure that workload is fair					
4	I have the tools and resources to do my job well					
5	My supervisor evaluates the results I get when he assigns work to me					

S/N	Efficiency	1	2	3	4	5
1	My boss always praises me for completing tasks assigned to me on record time					

Thank you for your time.