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**THE EFFECT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL
COMMITMENT: THE CASE OF ELILLY INTERNATIONAL HOTEL IN
ADDIS ABABA**

BY

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STATEMENT OF DECLARATION

I, Birtukan Tuii, declare that the thesis entitled “The effect of employee motivation on organizational commitment: The case of 5-Star Hotels in Addis Ababa” is my original work. I have carried out the present study with the guidance and support of the research advisor, Ephrem Assefa (PhD). Any other contributors or sources used for the study have been appropriately acknowledged.

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Ephrem Assefa (PhD): _____
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APPROVAL SHEET

This is to certify that the thesis entitled “The effect of employee motivation on organizational commitment: The case of 5-Star Hotels in Addis Ababa” submitted in partial fulfillment of the requirements for masters degree in Business Administration, the graduate program of St. Mary’s University and has been carried out by Birtukan Tuji, under our supervision. Therefore, we recommended that the student has fulfilled the requirements and hence hereby can submit the thesis report to the University.

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LIST OF ACRONYMS AND ABBREVIATIONS

AC-	Affective Commitment
ERG:	Existence Relatedness Growth
HRM:	Human Resource Management
NC	Normative Commitment
SPSS:	Statistical Package for Social Science

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ABSTRACT

It is often contended that sustained competitive advantage relies on the firm's ability to attract and retain skilled employees to meet its current and future demands. The main objective of this study was to investigate the effect of employee motivation on organizational commitment in the case of Eliliy international hotel which is a 5-star hotel located in Addis Ababa. The study employed both descriptive research designs with quantitative research approach. 174 participants were selected using simple random sampling methods from Elilly international hotel. The main data gathering instrument used was questionnaire. Data were analyzed using both descriptive and inferential statistical methods (correlation and regression analysis) with the help of Statistical Package for Social Science (SPSS). The results of descriptive statistics revealed that the aggregate mean values for intrinsic motivation, extrinsic motivation and organizational commitment are 3.03, 3.71, and 3.61, respectively. This implies that the sampled employees have positively treated the motivational schemes and their commitment to their organization. Furthermore, the results of regression analysis indicated that both intrinsic and extrinsic motivation of employees have significant effect on the organizational commitment of employees in the hotel. Based on the key findings of the study, the organization is highly recommended to apply effective and sustainable motivational strategies to improve the organizational commitment of employees.

Key terms: *Employee Motivation, Intrinsic Motivation, Extrinsic Motivation, Elilly International Hotel, Affective Commitment, Continuance Commitment, Normative Commitment*

CHAPTER ONE: INTRODUCTION

This research investigates the effect of employee motivation on organizational commitment in the case of 5-star hotels in Addis Ababa. This chapter is an introductory part of the study which includes background of the study followed by statement of research problem, research objectives and research questions, significance of the study, scope and operational definitions of the study.

1.1 BACKGROUND OF THE STUDY

In any kind of organization, either manufacturing or service, employees are the most valuable components to achieve organizational goals. For the success of goals of an organization, employee motivation plays a great role. Motivating people requires the discovery of their motives as the cause of their active participation in the attainment of the organizational goals. To improve the performance of an organization, organizations and managers have to pay attention to employee motivations. In this way, employees work harder; the workplace will become more joyful; absenteeism will be reduced; satisfaction will be enhanced; workplace rules and regulations will be observed; and employees will do their best to actualize the organization's goals and strategies (Kirmanen, 2010).

Motivation is defined as a psychological force that determines the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence (Ruth Nyaga, 2015). Motivation is seen as one of the most important factors in issues related to human resources management (HRM) and organizational behavior management (Andersen, 2012). Despite the existence different and conflicting views about motivation, its role and significance in management and psychology in the management of human resources and organizational behavior is undeniable.

Motivation is one of the best essential elements in the area of Human Resources Management. Most employers nowadays would like to have their employees motivated and prepared to work, but do not know about what truthfully motivates a person. According to Fugate and Kinicki (2012), motivation is defined as the psychological processes which bring about the direction, arousal, and the persistence of actions that are voluntary and goal directed. According to

Armstrong (2009), high performance is achieved by well-motivated people who are prepared to exercise discretionary effort. To motivate people, it is necessary to appreciate how motivation works; this means understanding motivation theory and how the theory can be put into practice. However, one of the biggest challenges facing in the business world today is lack of awareness about how to motivate their employees and enable them more dedicated, persistent and have intensified effort towards achieving the organizations goals (Armstrong, 2009).

Basically, the way employees are motivated should not be made arbitrarily and should be undertaken in a more systematic and coordinated manner. This should be supported with continuous and realistic assessment or survey of the need of the employees (Cohen, 2003). In this regard, Cohen noted that employee's attitude surveys have been frequently used to ascertain what triggers and sustains their desire to work hard. However, not all organizations understand and acknowledge the need for motivation of their employees and consequently suffer from low performance of employees, which has direct impact on their low productivity.

Qendrim Bytyqi (2020) stated that "Organizational commitment can be inferred from an individual's degree of association with an organization, as the individual is willing to dedicate significant time and effort to the organization without monetary purposes" (p. 28). It is reasonable to believe that strong commitment to work is likely to result in conscientious and self-directed application to do the job, regular attendance, nominal supervision and a high level of effort. Commitment to the organization will certainly be related to the intention to stay (loyalty to the company). Cohen (2003) states that commitment is a force that binds an individual to a course of action that is relevant to more people in an organization. A committed employee performs well and is anticipated to be adequately rewarded. Organizational commitment is a state in which employees identify themselves with a specific organization and its goals and intend to maintain membership in the organization (Luthans, 2011).

Phillips and Gully (2012) clarifies that organizational commitment is demonstrated by attitude and behavior. The attachment, identification and loyalty to the organization are revealed by the employees feeling arises from their attitudes. Anttila Elina (2014) states that organizational commitment in terms of behavior is only visible when organizational members are committed to

existing groups within the organization. The organizational members are bound by their actions and beliefs that sustain their activities and their own involvement in the organization.

Different researchers define commitment in different ways with similar meaning but for the purpose of this study the researcher follow the definitions of Allen and Meyer (1990). Allen views commitment as multi component construct which includes affective commitment (employee's emotional attachment to the organization), continuance commitment (employee's investment on the company and the availability of alternative), and normative commitment (employee's willing to stay in organization because of moral obligation).

That is, motivation of employees positively affected the performance of employees with great commitment level. Taking the above concepts about motivation and commitment, the researcher shows interest to investigate the relationship between employee motivation practices and their commitment in 5-star rated hotels in Addis Ababa. The study can contribute to the existing body of knowledge by testing the applicability of motivation and commitment theories in the study area.

1.2 STATEMENT OF THE PROBLEM

It is frequently suggested that motivation plays a fundamental role in enhancing the employee productivity and performance. As revealed by Kashmala Nizam and Foiza M. Shah (2015: 8), "The success or failure of any organization depends on its employee that how well they were motivated towards their work and with how dedication they are performing". That is, employee motivation is directly linked to employee commitment, productivity and business profits of the organization. Some employees are motivated by recognition and some are by rewards. Motivated employees are productive, happy, committed and satisfied to their jobs (Kashmala Nizam and Foiza M. Shah, 2015). Therefore, organizations should understand the needs of their employees in order to enhance their commitment level in organizational operations.

Several studies have been conducted to unlock the relationship between employee motivation and their organizational commitment (Qendrim Bytyqi, 2020; Teshome Engda, 2015; Kashmala Nizam and Faiza M. Shah, 2015, and Faisal, N. et al., 2017). The findings of these studies indicated that employee motivation has a significant positive relationship with the commitment

of employees in their working organizations. It is argued that motivated and committed employees with high level of job involvement are considered as important assets to an organization (Faisal, N. et al., 2017). For this matter, effective motivation of employees by their working organization is required to make employees satisfied and committed to their jobs.

Mayer and Allen (1990) had examined the antecedents of the three organizational commitments namely affective, normative and continuance commitment. The relationship between motivation and commitment is not explored well with respect to financial and non-financial motivational strategies and commitment dimensions.

The goal of motivation is to cause people to put their best efforts with enthusiasm and effectiveness in order to achieve organizational objective (Kashmala Nizam and Faiza M. Shah (2015). Organizations find it difficult to implement motivation practices that would improve the organizational commitment of its employees and this impedes the employees not achieving their missions and visions. Over the years, most of the organization have been faced a problem on how to apply the appropriate motivational practices that would enhance employees for higher organizational commitment. As a result, it has led to low morale of the employees in the organizational commitment to this effect. There are still debates on motivation and its effect on commitment of employees such as which type of motivation technique more affects employee commitment? Which component of commitment is significantly related with motivation? Does the commitment level of employees determined by various motivation practices in the hotel industry? Therefore, the purpose of this study is to fill this gap by determining the effect of motivation techniques on employee's organizational commitment in 5-star rated hotels in Addis Ababa.

Summary Statement of the Problem: Various studies were conducted by different scholars on the motivation of employees and their organizational commitment. Regarding to the effect of motivation on organizational commitment level of employees with respect to its common dimensions, researches were performed in the area of business organizations such as retail stores, public institutions, oil and gas industries, banking sectors, telecommunication sector and other private and government organizations. The variables identified in different studies have variation and the methodologies followed by the researchers are different. However, in the Hotel industry there are no plenty studies conducted regarding to the effect of employee motivation on the

organizational commitment of employees. Therefore, this study is aimed to study the relationship between intrinsic and extrinsic motivations on the organizational commitment of employees with respect to affective, normative and continuance components in the case of five stars rated hotels in Addis Ababa, Ethiopia.

1.3 OBJECTIVES OF THE STUDY

1.3.1 General objective

The general objective of the study is to examine the effect of employee motivation on organizational commitment of employees in the case of 5-star rated hotels in Addis Ababa city, Ethiopia.

1.3.2 Specific objectives

Particularly, the specific objectives of the study are provided below.

- To identify the current motivational practices in Elilly International hotel employees Addis Ababa, Ethiopia.
- To examine the level of organizational commitment of employee in Elilly International hotel Addis Ababa, Ethiopia.
- To verify the relationship between employee motivation (intrinsic and extrinsic motivation factors) and organizational commitment of employees in the case of Elilly International hotel Addis Ababa, Ethiopia.
- To assess the effect of employee motivation on organizational commitment in the case of Elilly International hotel Addis Ababa, Ethiopia.

1.4 RESEARCH QUESTIONS

To achieve its objective, this study will be guided by the following basic research questions:

1. To what extent do Elilly International hotel Addis Ababa motivate their employees?
2. What is the organizational commitment level of employees in the case of Elilly International hotel Addis Ababa?

3. Is there a significant relationship between employee intrinsic and extrinsic motivation factors and organizational commitment in the case of Elilly International hotels in Addis Ababa, Ethiopia?
4. What is the effect of employee motivation on the organizational commitment in the case of Elilly International hotel in Addis Ababa?

1.5 SIGNIFICANCE OF THE STUDY

The conduct of this study has a number of contributions from practical and theoretical point of view. From practical point of view, this study may have contributions to the hotel industry in improving the motivation practices of employees for further commitment of employees in the hospitality industry. The most important contribution also related to theoretical contribution which depicts the relationship between motivation and commitment variables in the hotel industry context. The study is significant to give feedback to employees, employers, other stakeholder, organizations and researchers about the impact of employee's motivation on organization commitments in the case of hotel industry. The following stakeholder's benefits from this study:

Furthermore, business scholars may also use this study as a work of reference to better understand the cause and effect relationship between employee motivation and organizational in the hospitality sector.

1.6 SCOPE OF THE STUDY

Conceptual scope: Conceptually, this study is delimited to investigate the **cause-and-effect relationship between employee motivation and organizational commitment**. Even if organizational commitment is affected by various contingent and behavioral factors, this study is delimited to assess only the effect of motivation practices on employees' organizational commitment. Furthermore, organizational commitment is also wide and diverse area so that the study could not cover all components of commitment (It's only covers Affective, Normative and Continuance components).

Geographical scope: Geographically, the study is carried out in the case of Eliliy international hotel, which as a five-star hotel located in Addis Ababa city. Thus, this study didn't consider other star-rated hotels located in Addis Ababa and other parts of the country.

Methodological scope: Methodologically, this study is based on quantitative data gathered using questionnaire. In order to meet the research objectives, the study applied quantitative research approach and explanatory research design.

1.7 DEFINITION OF KEY TERMS

In this study, the relevant terms are defined and interpreted according to the following definitions.

Affective: refers to employees' strong emotional attachment to an organization and to the work. It is based on the desire to stay with identity goals and values of the organization (Anttila Elina, 2014: 7).

Commitment: refers a force that binds individuals to a course of action that is relevant to one or more targets (Anttila Elina, 2014). The actions may be career, occupation, goals, teams and leaders or organizations.

Continuance: it refers to fear of loss of the organization. It assumed that loss of leaving an organization may loss salary and benefit, professional skill or social (Anttila Elina, 2014: 7).

Intrinsic motivation: is motivation that comes from within an employee himself. It is self generated factors that persuade people to behave in a particular way or direction. Intrinsic motivation factors include responsibility, autonomy (freedom to act), opportunities to achieve and advance, and scope to use and develop their skills and abilities. Employees are intrinsically motivated to work when the work itself motivates them. It is a motivation by the work itself (Armstrong and Taylor, 2014).

Extrinsic motivations: are external factors that cause an employee to act toward fulfillment of a task or goal. It occurs when things are done to or for people in order to motivate them. They are usually punishments or rewards. A punishment motivates an employee to act in order to avoid the punishment, while rewards motivate an employee to act in order to receive the reward. This

includes rewards, such as increased pay, praise or promotion, and punishments such as disciplinary action (Armstrong and Taylor, 2014).

Normative: it refers to person's feelings of obligation to stay the organization.

Motivation: motivation is defined as a psychological force that determines the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence (Ruth Nyaga, 2015). It is defined as a psychological feature that induces an organism to act towards a desired goal and causes, controls, and sustains certain goal directed behaviors. It can be considered as a driving force; a psychological one that compels or reinforces an action toward a desired goal (the free encyclopedia).

Organizational commitment: - refers to a psychological attachment to an organization. It reflects the degree to which employees eternalize or adopts the characteristics or perspectives of the organization (Anttila Elina, 2014: 7). Organizational commitment can be inferred from an individual's degree of association with an organization, as the individual is willing to dedicate significant time and effort to the organization without monetary purposes (Qendrim Bytyqi, 2020: 28).

1.8 ORGANIZATION OF THE STUDY

This thesis is organized in five major chapters. The first chapter dealt with introductory part of the study, which involves background information on motivation and employee's organizational commitment. It also includes statement of the problem, objective of the study, research question and significance, scope, and basic terms of the studies are also discovered in this chapter. The second chapter involves review of previous research studies related to the study. It provides a comprehensive discussion of various theoretical and empirical studies. The third chapter provides an overview of the research methodology utilized to execute the research. In particular, data collection, data collection processes, sampling technique, measurement instrument, data analysis methods and validity and reliability of the instrument are explained. The fourth chapter addresses the results of the study and provides data analysis, presentation, interpretations and discussion of major findings. The last chapter of the researcher presents the summery of the findings, drawn conclusions and suggested recommendations for future research.

CHAPTER TWO: REVIEW OF RELATED LITERATURES

2.1 INTRODUCTION

The success of any organization depends on committed employees who are loyal to their organization. Commitment to an organization is as a result of good and better motivation management practices. This chapter reviews theoretical foundation of the study and develop the conceptual framework, which portrays the independent and dependent variables followed by an empirical review. This chapter shall extensively examine literatures that are associated and significant to the subject of this study. The review covers the concepts, empirical and theoretical explanations required to facilitate a complete examination and comprehension of the research. It provides an insight of other people's thoughts and opinions on the effects of motivation on employee's commitments and how it affects their performance.

Human Resources Management plays a critical role in making organizations more efficient and also strategically facilitates the improvement of talent acquisition, training and development, performance management and most important of all, motivation (Allen and Meyer, 1990). A special emphasis is given to motivation since it is extremely necessary to procure quality work and better output from employees. This section undertakes an in-depth study on the theories of motivation and working commitment of employees.

2.1.1. The Meaning of Motivation

Motivation is the driving force that makes people willingly want to put in their best in what they do (Anttila, Eliana, 2014). Many authors have defined the concept of motivation in different ways. For example, Baron (1983) describes motivation as an accumulation of different processes which influence and direct our behavior to achieve some specific goal. Lai (2009) noted that work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work related behavior, and to determine its form, direction, intensity and duration. According to the view of Kashmala N. and Faiza M. (2015), motivation is a person's internal disposition to be concerned with and approach positive incentives and avoid

negative incentives. Motivation of employees increases positive attitudes and reduces negative views on the internal sense of feeling.

2.1.2. The Nature of Motivation

According to Griffin (2008), motivation is the set of forces that cause people to behave in certain ways. In organizations, employees may work as hard as possible at a job, or do as little as possible. The achievement of organizational goal is determined by the performance level of employees and coaching of managers. Thus managers of an organization have to understand how important motivation is in the workplace. According to Allen and Meyer (1990), the individual performance of employees is generally determined by three things: Motivation (the desire to do the job), ability (the capability to do the job), and the work environment (the resources needed to do the job). If an employee lacks ability, the manager can provide training or replace the worker. If there is a resource problem, the manager can correct it. But, if motivation is the problem, the task for the manager is more challenging (Anttila Elina, 2014). Individual behavior is a complex phenomenon, and the manager may be worry to figure out the precise nature of the problem and how to solve it. Thus motivation of employees is important because of its significance as the determinant of performance of employees in an organization.

2.1.3. Theories of Motivation

Several theories of motivation were developed to identify the factors of motivation that influence human behavior indifferent ways. Campbell, 1976) classified motivation theories into two general categories as content and process theories

2.1.3.1. Content Theory

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

Maslow (1943) identified five human needs and categorized them based on the priority of needs fulfillment. According to Maslow's Hierarchy of needs theory, it consists of the physiological levels: safety and security, social, esteem or egoistic, self-fulfillment or self-actualization.

Maslow's Hierarchy of needs can illustrate a theoretical explanation of why salary is important. In Maslow's Hierarchy of needs, when basic necessities of human being are fulfilled, the individual wants to use his/her capabilities at a full potential (Maslow, 1943). If the organization is not providing him/her opportunities to overcome his/her job assignments up to the level of his/her abilities, he/she will never be satisfied. It also increases the level of stress in the place of work.

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

On the other side, according to Herzberg's Motivation-Hygiene Theory, to create satisfaction it is needed to address the motivational factors that are associated with work (He calls it "Job Enrichment"). Every job should be examined to determine how it could be improved to satisfy more the employee. Herzberg's work categorized motivation into two factors: motivators and hygiene's (Herzberg, Mausner, and Snyderman, 1959). Motivator or intrinsic factors such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors such as pay and job security, produce job dissatisfaction.

2.1.3.2. Process Theories

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

People are motivated to do things to reach a goal if they believe in the worth of that goal. In addition to the above view, Kootz et al. (2007) also added that this theory suggests that

employee's motivation depends on "expectancy", "instrumentality" and "valence". Expectancy theory explains how reward can lead one's behavior to achieve the company's goal. An employee is willing to perform with a high level of effort when he or she believes that this will lead to desired rewards. The theory states that motivation is present only when employees realize a positive correlation effort leads to job performance and job performance leads to rewards Kashmala and Faiza (2015).

Kashmala and Faiza (2015) suggest the Goal-setting theory of motivation. The theory emerged from the idea of expectancy theory where a goal setting is a vital tool, which acts as an "immediate regulator of human action". Goals affect performance by directing attention, mobilizing effort, increasing persistence, and motivating strategy development (Kashmala and Faiza (2015). They stated that setting a specific and challenging goal caused higher performance than no or not specific or did simple goal. Setting goal generally does not include motivational needs but enforce employees to be more productive to achieve the task they have given and as an obvious result it leads to some reward. In the case of complex tasks, however, this theory is not effective and if the goal set for individuals is not align with the goals of the organization, conflict may come up, which causes lack of motivation and ultimately impair individuals' performance (Baron, 1983).

The equity theory (1963) of motivation assumes that an individual is strongly motivated by a balanced result of input such as effort, loyalty, hard work, commitment, skill, ability, adaptability, tolerance, determination, personal sacrifice, etc.; and Output such as pay, salary, other benefits, recognition, reputation, praise and thanks, promotion, etc. The theory is used to explain how employees judge the fairness of rewards received in proportion to resources invested for completing a task by assessing one's own investment-reward ratio, and comparing it against of another colleague holding a similar position (McShane et al., 2000).

2.1.4. Motivational Factors

Human beings are motivated by satisfying their different kind of needs. Needs depend on many factors and vary by the person, situation, organization, nature of works, risk, educational background of employees, experiences and skills, position of work etc. (Anttila Elina, 2014).

This assertion confirmed us employees have their own motivational factors to motivate them to perform their bests. Accordingly, motivation is yield to many elements as financial factors (salary), carrier growth and development, job security, working condition, training and development, recognition, and Supervisor Relations, Workloads, promotion and employee empowerment.

2.1.5. Dimensions of Employee Motivation

The motivation of employees at work can be taken place in two ways. One, employees can motivate themselves by seeking and carrying out work that satisfies their needs or their goals. Two, employees can be motivated by the decision of organizational management methods such as pay, promotion, praise etc (Teshale Ayele, 2018, p.14). There are two types of motivations of employees: intrinsic and extrinsic.

2.1.5.1 Intrinsic Motivation

Intrinsic type of employee motivation comes from within an employee himself. As stated by Armstrong and Taylor (2014), intrinsic motivation factors are self generated factors that persuade people to behave in a particular way or direction. It includes responsibility, autonomy (freedom to act), opportunities to achieve and advance, and scope to use and develop their skills and abilities. As mentioned by Teshome Ayele (2018), when a person enjoys with a work or activity and considered it as an opportunity to learn and participate without the sake of any external reward, it is said to be intrinsic motivation or the person is motivated intrinsically. Armstrong and Taylor (2014) agreed that employees are intrinsically motivated to work when the work itself motivates them; it is a motivation by the work itself.

2.1.5.2 Extrinsic Motivation

Extrinsic type of motivation on the other hand is external factors that cause an employee to act toward fulfillment of a task or goal. Teshome Ayele (2018) defined it as extrinsic motivation is the tendency of a person to perform activities for known external rewards, whether they be tangible (e.g., money) or psychological (e.g., praise) in nature. That is, extrinsic motivation is the result of external attractions to an employee. It occurs when things are done to or for people in

order to motivate them (Armstrong and Taylor, 2014). Extrinsic motivation factors usually include punishments or rewards against a task. That is, a punishment motivates an employee to act in order to avoid the punishment, while rewards motivate an employee to act in order to receive the reward (Armstrong and Taylor, 2014). Extrinsic motivational factors include rewards (such as increased pay, praise or promotion) and punishments (such as disciplinary action).

2.1.6 Conceptualization of Commitment

2.1.6.1. The Concept of Organizational Commitment

It is important to note that interpretations of commitment vary from attitudinal to behavioral conceptualizations, and this variety produces different definitions and perspectives of commitment. In this study, commitment is the core focus and the definitions were considered based on Meyer and Allen (1990) three component of commitment. As revealed by Qendrim Bytyqi (2020: 28) “Organizational commitment can be inferred from an individual’s degree of association with an organization, as the individual is willing to dedicate significant time and effort to the organization without monetary purposes”.

According to Micah Effiong (2017), organizational commitment is defined as a state in which the employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization. It is the employees’ state of being committed to assist in the achievement of the organization’s goals, and involves the employees’ levels of identification, involvement, and loyalty (Caught & Shadur, 2000 cited in Micah Effiong, 2017). It is an emotional response that can be measured through people’s behaviors, beliefs, and attitudes and can range anywhere from very low to very high. Commitment refers to a person’s dedication to a person, job or organization. It is reflected in the person’s intention to persevere in a course of action (Meyer & Allen, 1997).

2.1.6.2 The Three –Component Model

Meyer and Allen (2010) incorporated attitudinal and behavioral approaches into a holistic definition of commitment. They conceptualized commitment as a psychological state restricted, not by value congruence only, but rather by a desire, a need and/or an obligation to maintain

membership in the organization. Their model is considered as the first to view commitment as multidimensional. Based on previous research, they proposed three aspects of commitment.

1. Affective commitment (AC) refers to emotional attachment to, identification with, and involvement in the organization; it affects employees through their desire/want to stay in the organization (Meyer and Allen, 2010). Further, they identified that affective commitment could be influenced by different antecedents such as personal characteristics, organizational structure and work experience. It is also explained that affective or emotional attachment to the organization such that the strongly committed individual identifies with goals and values of the organization to one's role in relation to the goals and values.

2. Continuance commitment (CC) refers to an awareness of the costs associated with leaving the organization. It affects employees through their feeling of needing to stay in the organization. This component of commitment is suggested to develop through individual investments (accumulation of side-bets) and availability of alternative employment opportunity (Meyer and Allen, 2010).

3. Normative commitment (NC) refers to feeling obligated to continue staying in the organization through feelings that one ought to stay in the organization. Commitment as the 'totality of internalized normative pressures to act in a way which meets organizational goals and interests', and suggests that individuals exhibit behaviors solely because 'they believe it is the "right" and moral thing to do'. This component is more related to social pressure through familiar or cultural and organizational socialization.

Meyer and Allen (1990) suggested that the psychological state could include all three aspects of commitment to varying degrees. They also predicted that commitment has several outcomes of organizational effectiveness such as fewer turnovers, higher attendance, higher individual or group performance, and other positive work-related behaviors. Obligation is the main mind sets which constitute the commitment profile, although individuals could experience more than one of them at the same time.

2.1.6.3. Importance of Committed Workforce

Commitment in the workplace or understanding how people become committed to an organization is multifaceted (Meyer & Allen, 1997). Regarding to work motivation, Kirmanen (2010) stressed that work motivation is a set of energetic forces to initiate work-related behavior and to determine its form, direction, intensity and duration. In different organizations, getting people to do their best at work is one of hardest challenges of managers. It is the fact that employee's satisfaction and motivation are being more important every day in the organizational effectiveness. Employee motivation is one of the required elements for the success of organizational missions. Motivation increases effectiveness in the organization by improving the willingness of the employees to work in high level of commitment.

Regarding to the importance of committed workforce, Teshome Ayele (2018) brief that committed employees identify with and feel loyal toward the organization; they share the values of the organization and have a personal sense of importance about the mission of an organization. That is, committed employees have a stronger sense of belonging to the organization and a greater desire to remain organizational members. They are willing to make extra efforts for the organization and they put interests to the organization before their personal interests (Teshome Ayele, 2018).

Concerning to the workplace commitment, Micah Effiong (2017) defined it as the degree of binding of the individual to a set of behaviors and motivates one to act. According to Katzenbach (2000) as quoted in Micah Effiong (2017), committed workforce describes an energized workforce as high performance (those that perform better than industry norms) and whose emotional commitment enables them to make and deliver products or services that constitute a sustainable competitive advantage.

2.1.6.4 The Relationship between Motivation and organizational commitment

It is clear that motivation plays a fundamental role in enhancing the employee productivity and performance. The success or failure of any organization depends on its employee that how well they were motivated towards their work and with how dedication they are performing (Kashmala

Nizam and Foiza M. Shah, 2015: 8). They proved that employee motivation is directly linked to employee commitment, productivity and business profits. Every employee has its own motivational factors that motivate them to perform their work effectively and efficiently.

Faisal, N. et al. (2017: 134) noted that “motivated and committed employees with high level of job involvement are considered as important assets to an organization. According to Kashmala Nizam and Foiza M. Shah (2015: 8), some employees are motivated by recognition and some are by rewards. Therefore, organizations should understand the needs of their employees. They noted that motivated employees are productive, happy, committed and satisfied to their jobs. In line with the effect of motivation, Ouchi (2004) as cited in Kashmala Nizam and Foiza M. Shah (2015) indicated that organizations would be more profitable, effective and efficient when its workers are trust over them and this will lead to productivity, high level of involvement. The researchers illustrated that “if you treat your workers well, they will treat you well; if you treat them badly, they will treat you bad”. Thus, in order to make employees satisfied and committed to their jobs, effective motivations at the various levels in the organization is strongly needed.

In harmony with other scholars, Qendrim Bytyqi (2020: 27) also explained that motivation and organizational are determinant factors that directly influence in the success of the organization. Work motivation initiates employee’s commitment and in turn commitment encourages employees to voluntarily engage in the organization towards goal-directed performance of organization for long term. Qendrim Bytyqi (2020) proved that motivation has a significant effect (36%) in organizational commitment. That is, work motivation has a strong and positive effect on organizational commitment.

2.1.7. Theoretical foundation of the study

One of the social exchange theories was developed by Peter Blau (1964). Peter Blau (1964) developed and expanded a theory on the importance of social rewards and social benefits as being uniquely dependent upon personal relationships. Rewards in social interactions include pleasure, satisfaction, gratification, and fulfillment of needs. According to social exchange theory of Blau (1964), the costs we’re willing to expend on a relationship relates to the rewards and thus its “profit.” The implication of this definition is that the greater the rewards and the

fewer the costs, the greater the profit a person gains. The theory avers that the more an organization treats its employees and invests more in the motivation practices (i.e., using motivational schemes) the employees in turn reciprocate back with positive work-related behavior such as high performance or commitment. This study is based on the theory of Blau (1964) and aimed to assess the effect of motivation factors (intrinsic and extrinsic motivation factors) on the commitment of employees.

Many researchers have studied on motivation and organizational commitment of employees in the world. Some of the studies related to this area were presented below.

Qendrim Bytyqi (2020) studied the impact of employee motivation on organizational performance. The study showed that the kind of motivation given to workers in the organization has a significant influence on worker's performance. This result is in line with equity theory which emphasized that fairness in the remuneration package tends to produce higher performance of workers.

Teshome Engda (2015) performed research on the effect of reward on the organizational commitment in the case of Ethio-telecom. The data gathering tool was questionnaire taken from various researches. The sample size of the study was 384 employees and selected by random stratified sampling method. The study used descriptive and inferential statistics such as correlation, and MANOVA. The major components of reward were financial rewards (salary and benefit) and non-financial reward (performance management, training, developmental opportunity and recognitions). Allen & Meyer (1990) developed three components of commitment (affective commitment, continuance commitment, and normative commitment) were used. Financial reward has strong impact on affective & normative commitment than non-financial reward does have. The results also give an insight to Ethio-telecom should design appropriate non-financial reward system to boost positive perception of non-financial reward.

Kashmala Nizam and Faiza M. Shah (2015) conducted research on the impact of employee motivation on organizational performance in Oil and Gas Sector of Pakistan. The study is aimed at looking into the importance of motivation in the management of people at work. The research was conducted on different level of management in oil and gas sector of Pakistan. The study

employed quantitative research design. Questionnaire was used to gather information from 100 employees. Regression and Correlation method were jointly used to test the hypothesis. Based on the findings of the study, they concluded that by examining the work performance and recognizing employs' performance and motivating them by giving proper rewards, the employees get satisfied and thus their level of output increases and enhances the performance of the organization. The study recommends that organizations should make motivation as a habit to achieve improved performance.

Another study was performed by Qendrim Bytyqi (2020) on the impact of motivation on organizational commitment of employees in Kosovo. The study investigates the relationship between motivation and organizational commitment using online survey on 207 participants across Kosovo. Likert scale questionnaire was used to collect data and the data were analyzed quantitatively. The result of regression analysis shows that motivation has a significant effect in organizational commitment. The model summary shows that work motivation explains 36% of change in organizational commitment. The coefficient of work motivation shows that work motivation has a strong and positive effect on organizational commitment. Positive and strong correlation is found between work motivation and organizational commitment. As much the employees are motivated, they automatically will increase the job performance.

Research was done by Faisal, N. et al. (2017) on the impact of motivating the front line employees of retail stores on the organizational commitment in Jordan. The study used a total of 97 respondents from C-Town retail stores and Sameh Mall in this research survey. Data was collected via questionnaire and analyzed qualitatively using both descriptive statistics and inferential statistics such as correlation and regression. The independent variable was employee motivation and the dependent variable was commitment of employees. The results of the study indicated that there existed significant impact from employee motivation of front line employees on organizational commitment in terms of commitment components (affective, normative and continuance). The study indicated that the correlation between employee motivation and affective commitment is strongest ($r = 0.344$), followed by normative commitment ($r = 0.331$) and continuance commitment ($r = 0.238$). That is, employee motivation has the least correlation with continuance commitment and strong correlation with affective commitment feel an

emotional attachment to the organization and therefore will have a greater motivation and desire to contribute to the organization than employees with weak affective commitment.

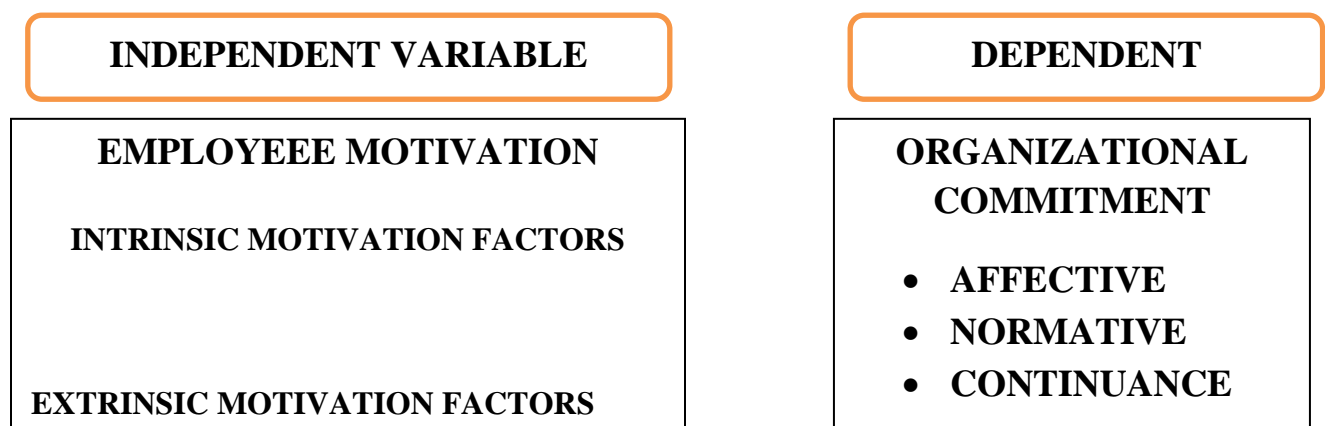
2.3. LIMITATION OF THE STUDY

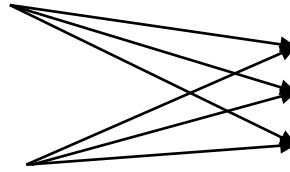
Some of the limitations of the study are the study did not consider all 5-star rated hotels as a source of information. Since it is difficult to manage the data from all employees, only one 5-star hotel and their employees were used to give responses about the motivation of employees and commitment of employees.

2.4. CONCEPTUAL FRAMEWORK OF THE STUDY

In this study, the independent variable of the study is employee motivation practices and the dependent variable is organizational commitment of employees in terms of affective, normative and continuance components. The motivation of employees is classified as intrinsic and extrinsic motivation factors. The intrinsic motivation factors include recognition, promotion, achievement or personal growth, responsibility and work content; whereas the extrinsic motivation factors include management styles, job security, salary or payment, working conditions, rewards or compensations and interpersonal relations. The researcher developed the conceptual framework of the study based on social exchange theory (Blau, 1964). The theory avers that the more an organization treats its employees and invests more in the (i.e., using motivational schemes), the employees in turn will reciprocate back with positive work-related behavior such as showing high performance or commitment to their organization.

Figure 1: Conceptual framework of the study / [*Source: Allen and Meyer \(1990\), and own design/*](#)





CHAPTER THREE: RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

Research design is simply the framework or plan of the research that is used as a guide for collecting and analyzing the data. It is the blue print for collection measurement and analysis of the data (Kothari, C. 2004). A research design refers to the overall strategy that integrates different components of the study. The selection of research design depends on selecting the possible sample size from the available population, selecting the appropriate data gathering instrument, interpretation and analysis techniques. This research is intended to study the effect of employee motivation on organizational commitment in the case of Elilly international hotel in Addis Ababa city. Therefore, the research designs that are employed in this study descriptive research design.

Explanatory studies are studies that show relationships between variables in order to explain certain problems or events (Kothari, 2008). The explanatory research design also helps to study causal research types (cause-and-effect relationships) and used to explain, predict and understand cause-effect relationship between variables of independent variable and dependent variables.

3.2 RESEARCH APPROACH

This study employed quantitative research approaches because to minimize the cost and time. A quantitative approach is one in which the investigator primarily uses postpositive claims for developing knowledge, i.e., cause and effect relationship between known variables of interest or it employs strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield statistics data (Ngechu, 2004). The rationale for using

quantitative approach is grounded in the fact that the data collection instrument i.e. the questionnaire is best for this approach. Moreover, quantitative research is beneficial because it enables the researcher to collect objective and numerical data to apply statistical tools and establishes relationship and causation between variables. Hence, this study is used quantitative approach to analyze data collected through structured questionnaire using statically data analysis techniques. Quantitative approach helps to quantify the relationship between variables and effect of independent variables over the dependent variable.

3.3 POPULATION, SAMPLE SIZE DETERMINATION AND SAMPLING TECHNIQUES

3.3.1. Target population of the Study

According to Ngechu (2004), a population is a well-defined set of people, services, elements, events, and group of things that are being investigated. According to the list of five star hotels by Isa Weber and Adam Larsen (2023), in Addis Ababa city there are 16 licensed 5-star rated hotels, and out of these hotels, Eliliy International hotel is the prominent one. There are a total of 308 permanent employees who are working at the stated hotel. Out of the 16 five star hotels in Addis Ababa, the hotel with large number of employees is chosen as a study area. Consequently, the researcher decided to choose Elilly International 5-star rated hotel as a source of data. The number of employees in Elilly International Hotel is 308 (has largest employees than others) and the study target population is 308.

3.3.2 Sample Size of the Study

In Elilly International Hotel, there are 308 permanent employees. There are different sample size determination formulas adopted by various researchers. For this study, the simplified sample size determination formula of Yamane (1967) was used. The formula is given by

$$n = \frac{N}{1 + Ne^2}, \text{ where } N = \text{total number of employees}$$

$$n = \text{sample size of the study}$$

$$e = \text{the level of precision.}$$

By considering 95% confidence level or 5% margin error ($e = 0.05$) and $N = 308$, the calculated sample size was $n = 174$. Therefore, the sample size of this study is 174 Elilly International Hotel, Addis Ababa, Ethiopia.

3.3.3 Sampling Techniques

It is difficult to consider the whole population as a source of information for a study due to constraints of time, finance and potential of the researcher and complexity of managing data. Thus, sampling is preferable. According to Kothari (2008), sampling is the process of selecting a sufficient number of elements from the population. But the sample size need not be too large or too small. There are different sample size determination assumptions and formulas adopted by various researchers. For example, for cause-and-effect relationships, a minimum of 100 participants are required (Kothari, 2008). In order to select samples, the researcher used simple random sampling method. Because random sampling selects a subset of matters from a larger population this is the primary aim of it is to obtain a representative sample that accurately reflects the characteristics of the entire population.

3.4 DATA COLLECTION METHODS

Data collection is a very serious part of acquiring all the necessary data in order to properly conduct this study. The data source for this study is primary sources, which is directly gathered from 5-star hotel employees. Primary data were collected from hotel employees using structured questionnaire. The closed-ended questionnaire was adopted from Allen and Meyer (1993) and Israel Begashaw (2021). Each items consisted of Likert-five point scales with values 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. The data collected was organized, presented and coded in to Statistical Package for Social Science (SPSS) version 26.0 software.

3.5 RELIABILITY AND VALIDITY OF DATA COLLECTION INSTRUMENTS

The collection of information on employees' commitment dimension is based on standardized questionnaire of Allen and Mayer (1990); its reliability was proved by Allen & Meyer (1990). On the other hand, the questionnaire on motivation factors was developed by Israel Begashaw (2021) and its reliability was checked. In addition to the reliability tests, to maintain the validity of data, face validity and content validities of the questionnaire was checked by my experienced research advisor Ephrem Assefa (PhD).

Table 1: Reliability of the Measurement Scales

Variables	No_ of items or statements	Reliability coefficient Cronbach alpha	Name of the scholar/s who developed the scale, year)
Employee motivation Factors			
• Intrinsic motivation	7	0.808	Israel Begashaw (2021)
• Extrinsic motivation	7	0.785	Israel Begashaw (2021)
Organizational commitment			
• Affective commitment	6	0.87	Allen and Meyer (1993)
• Continuance commitment	6	0.75	Allen and Meyer (1993)
• Normative commitment	6	0.79	Allen and Meyer (1993)

3.6 DATA ANALYSIS METHODS

After data has been collected through structured questionnaires, both descriptive and inferential statistics were used to analyze and interpret the findings. The research used widely acceptable data presentation and analysis methods and models. Thus, in order to analyze the data and report the result, Statistical Package for Social Science (SPSS) version 26 was applied to process

quantitative data gathered using structured questionnaire. Data were analyzed using descriptive and inferential statistics (correlation and regression analysis).

Descriptive statistics describes the phenomena of interest (Kothari, 2008) and it is used to analyze data for classifying and summarizing numerical data. It includes the analysis of data using frequencies, dispersions of dependent and independent variables (mean, percentage, and standard deviation). Descriptive statistics mainly helps to show the level of employee motivation and organizational commitment.

3.7. MODEK SPECIFICATION

The dependent variable of the study is employee commitment with respect to affective, continuance and normative dimensions. The independent variable of the study is employee motivation (intrinsic and extrinsic motivation factors. To examine the predicting ability of the independent factor on dependent variable, multiple regressions model analysis was used. Multiple regressions analysis— analysis of association in which the effects of two or more independent variables on a single dependent variable are investigated simultaneously (Zikmund et al., 2010: p.584). The study developed a multiple regression model for the relationship between variables of the study as follow.

The mathematical model of this study can be written as follows:

$$Y = a + \beta_1 x_1 + \beta_2 x_2 + \epsilon$$

Where; y = dependent variable (organizational commitment)

a = intercept (constant term), e = error term

β_i = slope (coefficient) of each independent variable (x_i).

X_1 = Intrinsic motivation factors,

X_2 = Extrinsic motivation factors

3.8 ETHICAL CONSIDERATIONS

Before starting data collection, the researcher had received a letter of cooperation from St. Marry's University, to get permission for the study. By noting the importance of ethics in research work, the researcher attempts to keep a high level of confidentiality as much as possible. The participants who were involved in the study have to be informed that their responses is kept in secrete and it has used only for the academic purpose. The study tried maintain the confidentiality of the identity of each staff. In all cases, names are kept confidential; thus, collective names like 'respondents' were use in the analysis of data.

CHAPTER FOUR: DATA PRSENTATION, RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter is organized into demographic characteristics of the respondents, descriptive analysis, inferential statistical analysis, main findings and discussion related to the employee motivational strategies and their effect on the commitment of employees in the case of Elilly international hotel. Quantitative data were analyzed using descriptive statistics (frequencies, percentages, mean, and standard deviation values) and inferential statistics (correlations and multiple linear regressions) with the help of SPSS version 26 and the key findings of the study are discussed.

4.2 RESPONSE RATE

Out of the total of 174 questionnaires distributed to employees of Eliliy International employees, 170 questionnaires were properly completed and returned. Out of the 174 respondents, 4 participants returned the questionnaire with incomplete responses to the researcher. Therefore, the analysis of the result is made based on the results of 170 complete responses. The response rate of the questionnaire was 97.7% and it is sufficient to arrive at conclusions.

4.3 RELIABILITY

The reliability of the collected data is checked using Cronbach's Alpha test of reliability. Cronbach Alpha is a coefficient of reliability that is commonly used as a measure of the internal consistency or reliability of a data gathering instrument or a data. Indeed different authors accept different values of reliability test in order to achieve internal reliability of the data. But, most of the researchers such as George and Mallery (2003) provide the following rules of while interpreting reliability coefficients as: $\alpha \geq 0.9$ Excellent; $\alpha \geq 0.8$ Good; $\alpha \geq 0.7$ acceptable; $\alpha \geq 0.6$ questionable; $\alpha \geq 0.5$ Poor and $\alpha \leq 0.5$ Unacceptable.

Table 2: Reliability test results of Data

No	Variables	Alpha value of main study	Number of items
1	Intrinsic motivation factors	0.831	7
2	Extrinsic motivation factors	0.846	7
3	Affective commitment	0.819	6
4	Continuance commitment	0.853	6
5	Normative commitment	0.858	6

Source: own survey and SPSS output 2023

These values confirmed that the data collected using questionnaire is in the acceptable range and insured the internal consistency of the data

4.4 DEMOGRAPHIC INFORMATION OF PARTICIPANTS

The demographic information of participants including sex, age, job responsibility, salary, working experience and level of educations are presented below.

4.4.1 Sex, Age and Education Level of Participants

Persona information of employees such as sex, education qualification and age of respondents were presented below in frequency and percentages.

Table 3: Sex, age and education qualification of respondents

No	Variable	Label	Number	Percent (%)
1	Sex	Male	92	54.1
		Female	78	45.9
		Total	170	100.0
2	Age	18-24 years	66	38.8
		25-30 years	34	20.0
		31-35 years	45	26.5
		36-40 years	11	6.5
		41-45 years	6	3.5
		above 45 years	8	4.7
		Total	170	100.0
3	Education level	Certificate	6	3.5
		Diploma	59	34.7

		First Degree	65	38.2
		Second Degree and above	40	23.5
		Total	170	100.0

Source: Own survey and SPSS output, 2023

The result presented at table 3 shows that 54.1% respondents of the study are males and 45.9% of them are females. Majority of respondents are males and this implies that most employees are males in Elilly International hotel.

The age of 38.8% employees is 18-24 years, 20% employees are 25-30 years, 26.5% employees are 31-35 years, 6.5% employees are 36-40 years, 3.5% employees are 41-45 years and 4.7% employees are above 45 years. This implies that most of employees in Elilly international hotel are 18-24 years.

Concerning to the educational qualification of employees, 3.5% are Certificate graduates, 34.7% are Diploma holders, 38.2% are First Degree holders and 23.5% are Second Degree and above holders. Most employees in Elilly international hotel are Bachelor Degree holders.

4.4.2 Working Experience, Salary and Job Position of Respondents

The working experience, salary and job position of respondents were presented below at table 5.

Table 4: Working experience, salary and job position of respondents

No.	Variable	Label	Number of participants	Percent (%)
4	Work experience in years	below 1 years	54	31.8
		1-5 years	30	17.6
		5-10 years	40	23.5
		above 10 years	46	27.1
		Total	170	100.0
5	Salary	Below 5000 ETB	66	38.8
		5000-1000 ETB	29	17.1

		10000-15000 ETB	11	6.5
		15000-20000ETB	11	6.5
		Above 20000 ETB	53	31.2
		Total	170	100.0
6	Job Position	Employee	94	55.3
		Department head/supervisors	27	15.9
		Deputy manager	30	17.6
		manager/vice manager	12	7.1
		Other	7	4.1
		Total	170	100.0

Source: Own survey and SPSS output, 2023

Regarding to the work experience of participants, 31.8% employees are below 1 years experienced, 17.6% employees are experienced between 1 and 5 years, 23.5% employees are experienced from 5 to 10 years and 27.1% employees are more than 10 years experienced. Majority of the participants have below one year working experience in the organization.

Regarding to the salary of employees in Elilly international hotel, the salary of 38.8% employees is less than 5000 ETB, the salary of 17.1% employees is 5000-10000 ETB, the salary of 6.5% is 10000-15000 ETB, the salary of 6.5% employees is 15000-20000 ETB and the salary of 31.2% employees is above 20000 ETB. Most employees are paid below 5000 ETB.

As shown at table 4 about the job responsibility of participants, 55.3% participants are employees, 15.9% are department heads or supervisors, 17.6% are Deputy Managers, 7.1% are managers and the rest 4.1% are others. That is, more than half of the participants from Elilly international hotel are employees or servant of customers.

4.5 DESCRIPTIVE ANALYSIS

In this study, the independent variable is employee motivation (intrinsic and extrinsic motivation factors) and the dependent variable is the commitment of employees in Elilly International hotels. To examine the level of employee commitment and motivation practices, questionnaire

consisting of 32 closed ended-items with five point Likert scale was used. The assigned values for both dependent and independent variable are strongly disagree (1), disagree (2), average/neutral (3), agree (4) and strongly agree (5). The descriptive analysis was made using frequency, mean, standard deviation, percentages and cutoff interval score of the scale.

In order to categorize the scale of a questionnaire as very low, low, moderate, high and very high Ahmed Khorsheed (2008) cutoff points was used. The calculation of cutoff point is given as “maximum value of the scale minus minimum value of the scale divided by the number of categories in the scale”. Accordingly, in this study the cut off interval value is $(5-1)/5$ which is 0.8. The mean values are categorized as very low if (1-1.8), low if (1.8-2.6), moderate/medium (2.6-3.4), high if (3.4-4.2) and very high if (4.2-5) which was summarized at the table given below.

Table 5: Category of cutoff points

No.	Cut-off point interval	Scale level
1	1 – 1.8	Very low
2	1.8 – 2.6	Low
3	2.6 – 3.4	Medium
4	3.4 – 4.2	High
5	4.2 – 5	Very high

4.5.1 Employee Motivation Practices

The descriptive statistics of independent variables (intrinsic and extrinsic employee motivation factors) and employee engagement at Elilly international hotel were shown below using the mean and standard deviation of responses.

Table 6: Mean of Intrinsic Motivation

S.No	Intrinsic Motivation Items	Mean	Standard deviation

1	I have responsibilities related to the work in my organization.	4.22	.803
2	My colleagues appreciate me for what I did for my work.	3.28	.690
3	I believe that I have full authority to do my job.	1.72	1.010
4	I believe that work which I have done is a respectable job	1.74	1.298
5	I see myself as an important employee of the hotel.	2.47	1.554
6	I have the right to decide in a subject related to my work.	3.36	1.112
7	The type of work I perform provides me, with opportunity for personal growth and development.	4.45	.499
	Aggregate	3.0345	.75242

The result at table 6 shows that the mean score of intrinsic motivation is 3.03. This mean score is categorized in medium level of the scale. That is, the level employee intrinsic motivation factors in Elilly international hotel is moderately practiced.

Table 7: Mean of Extrinsic motivation

No	Intrinsic motivation items	Mean	Standard deviation
1	The external working condition of the hotel is suitable.	3.99	1.245
2	My managers help me to solve disagreement with my colleague and customers.	3.46	.891
3	I am satisfied with the salary.	3.36	1.506
4	My allowances and fringe benefits (allowance, overtime payment, bonus and others) are adequately satisfactory as compared with other hotels.	4.23	.730
5	I get extra pay for high performance in the hotel.	3.92	1.298
6	I have a job security in the hotel.	4.55	.566
7	I have a harmonious relation with my colleagues in the hotel.	2.45	1.385
	Aggregate	3.7164	.75714

On the other hand, the mean score of extrinsic motivation factors is 3.72. The mean score of extrinsic motivation factor is belonged to the cutoff interval point of (3.4-4.2). That is, extrinsic motivation of employees at Elilly international hotel is highly practiced. As a summary, at Elilly international hotel both extrinsic motivation factors of employees are better practiced than extrinsic motivation factors.

4.5.2 Organizational Commitment

Three employee commitment dimensions, namely affective, continuance and normative are considered in this study. The commitment level of employees in Elilly international hotel per each component is described below.

Table 1: Organizational Commitment of Employees

No.	Dimension of commitment	N	Mean	St. dev.
1	Affective commitment dimension	170	3.8000	.633
2	Continuance commitment dimension	170	3.37	.491
3	Normative commitment dimension	170	3.669	.676
4	Average of commitment components	170	3.61	4.67

Source: Own survey and SPSS output 2023

In line with the commitment level of employees, in Elilly international hotel the affective commitment of employees is high (mean = 3.8) compared to the continuance commitment level is medium (mean = 3.37) and the normative commitment of employees is high (mean 3.67). That is, employees have higher affective commitment than other components of commitment.

4.6 CORRELATION ANALYSIS

In this study, quantitative data were collected from employees of Elilly international hotel. To investigate the relationship between employee motivation factors practiced in Elilly international hotel and the organizational commitment of employees, Pearson's correlation test was used. The

independent variable is employee job motivation consisting of intrinsic and extrinsic motivation factors where as the dependent variable is commitment of employees at Elilly international hotel. The analysis and interpretation of correlation was made by the suggestions of Kothari, C. (2008).

According to Kothari (2008), the magnitude or strength or degree of the relationship is determined as very low relationship (below 0.19), low (0.20-0.39), moderate or medium (0.40-0.59), high (0.60-0.79) and very high or strong relationship (0.80-1.00). The correlation was made with the assumption of 95% confidence interval using SPSS version 26.0.

4.6.1 Relationship between Employee Motivation Factors and Affective Commitment

Pearson's correlation test was used to examine association between intrinsic job motivation and organizational commitment of employees in Elilly international hotel. The result of correlation and its interpretations are described in the following section.

Table 2: Relationship between Motivation Factors and Affective Commitment

Variable	Correlations	Intrinsic motivation	Extrinsic motivation	Affective commitment
Intrinsic motivation	Pearson Correlation	1	.630**	.803**
	Sig. (2-tailed)		.000	.000
	N	170	170	170
Extrinsic motivation	Pearson Correlation	.630**	1	.614**
	Sig. (2-tailed)	.000		.000
	N	170	170	170
Affective commitment	Pearson Correlation	.614**	.803**	1
	Sig. (2-tailed)	.000	.000	
	N	170	170	170

Source: Own survey and SPSS output, 2023

From the above table the correlation between employee intrinsic motivation factors and affective commitment of employees was $r = 0.803$, sig. (two-tailed) value = 0.000 ($p < 0.01$). This value indicated that there was statistically significant positive correlation between employee intrinsic motivation factors and affective commitment of employees at Elilly International hotel. Since the correlation value is positive, the relationship occurred between the two variables is direct relationship and the magnitude of relationship is strong or very high. The magnitude of relationship in percentage is also determined by $r^2 \times 100 = 64.48\%$. That is, the relationship between the two variables is 64.48%.

Table 9 also shows that the correlation coefficient between extrinsic motivation factors and affective commitment of employees is $r = 0.614$, sig. value = 0.000, $p < 0.01$. The correlation coefficient value suggested that extrinsic motivation has statistically significant positive relationship with affective commitment of employees in Elilly International hotels. The level of relationship is high and its magnitude in percentage is 37.7%.

The comparison of correlation coefficients indicated that intrinsic motivation factors of employees are highly correlated with the affective commitment of employees than extrinsic motivation factors.

4.6.2 Relationship between Employee Motivation Factors and Continuance Commitment

The relationship between motivation factors and employee continuance commitment is analyzed using Pearson's correlation as follow.

Table 3: Relationship between Motivation Factors and Continuance Commitment

Variables	Correlations	Intrinsic motivation	Extrinsic motivation	Continuance commitment
Intrinsic motivation	Pearson Correlation	1	.630**	.412**
	Sig. (2-tailed)		.000	.000
	N	170	170	170
Extrinsic	Pearson Correlation	.630**	1	.409**

motivation	Sig. (2-tailed)	.000		.000
	N	170	170	170
Continuance commitment	Pearson Correlation	.412**	.409**	1
	Sig. (2-tailed)	.000	.000	
	N	170	170	170

Source: Own survey and SPSS output, 2023

As presented at table 10, the correlation coefficient between employee intrinsic motivation factors and continuance commitment of employees was $r = 0.412$, sig. (two-tailed) value = 0.000 ($p < 0.01$). This value indicated that there was statistically significant positive relationship between employee intrinsic motivation factors and continuance commitment of employees. The magnitude of relationship between the two variables is medium and the relationship in percentage is also determined by $r^2 \times 100 = 16.97\%$.

On the other hand, the correlation coefficient between extrinsic motivation factors and the commitment of employees with respect to continuance dimension is $r = 0.409$, $p < 0.01$. This relationship is categorized in moderate level. That means, extrinsic motivation factors can significantly and positively correlate with continuance commitment of employees in Elilly international hotel. The magnitude of relationship is 16.73%.

Both intrinsic and extrinsic motivation factors are moderately correlated with the continuance commitment of employees and the magnitude of relationship is similar in both factors.

4.6.3 Relationship between Employee Motivation Factors and Normative Commitment

Table 4: Relationship between Motivation Factors and Normative Commitment

Variable	Correlations	Intrinsic motivation	Extrinsic motivation	Normative commitment
Intrinsic motivation	Pearson Correlation	1	.630**	.502**
	Sig. (2-tailed)		.000	.000
	N	170	170	170

Extrinsic motivation	Pearson Correlation	.630 ^{**}	1	.758 ^{**}
	Sig. (2-tailed)	.000		.000
	N	170	170	170
Normative commitment	Pearson Correlation	.502 ^{**}	.758 ^{**}	1
	Sig. (2-tailed)	.000	.000	
	N	170	170	170

Source: Own survey and SPSS output, 2023

The results at table11 shows that the correlation between employee intrinsic motivation factors and normative commitment of employees is $r = 0.502$, sig. (two-tailed) value = 0.000 ($p < 0.01$).

This value predicted that there was statistically significant positive relationship between employee intrinsic motivation factors and normative commitment of employees at Elilly international hotel. The strength of relationship occurred between the two variables is direct relationship and the magnitude of relationship is moderate level. That is, as employee intrinsic motivation factors provided in Elilly International hotels is moderately correlated with normative commitment and the magnitude of relationship is about 25.2%.

Regarding to the relationship between extrinsic motivation factors and employee commitment with respect to normative dimension, the analysis indicated that the Pearson correlation coefficient between them is $r = 0.758$, sig. value 0.000, $p < 0.05$. This correlation coefficient confirmed that there is statistically significant positive relationship between extrinsic motivation factors and normative commitment of employees. The strength of relationship is high and its degree in percentage is 57.46%.

By comparing the strengths of relationship, extrinsic motivation factors are strongly associated with the normative commitment of employees than intrinsic motivation factors.

4.7 REGRESSION ANALYSIS

A. Diagnostic test

Before interpreting the classical linear regression analysis coefficients, the researcher has tested the data to fulfill five basic assumptions namely normality, linearity, multicollinearity, homoscedasticity and autocorrelation assumptions. The results of the assumption tests are discussed as follows:

4.7.1 Normality Tests

Before analyzing regressions, checking normality of data is important. Normal distribution of scores describes symmetrical curve which has the greatest frequency of scores lie in the center (middle) of the curve. According to Tabachnik and Fidell (2007), Multiple regression analysis is sensitive to outliers (very high or very low values). The normal distribution of data can be tested by the graphical method (histograms and straight lines) or using statistical methods (kurtosis and skewness values). In this study, the normality of data is tested by statistical methods using kurtosis and skewness values.

Table 12: Normality test using statistical methods

Variables	Mean	St. dev.	Skewness		Kurtosis	
			Std. error	statistics	Std. error	statistics
Extrinsic motivation	3.71	.752	-.141	.186	-.909	.370
Intrinsic motivation	3.03	.757	.753	.186	-.006	.370
Affective commitment	3.80	.633	-.073	.186	-.634	.370
Continuance commitment	3.37	.491	.680	.186	.710	.370
Normative commitment	3.66	.677	.498	.186	-.574	.370

4.7.2 Multicollinearity Test

One of the assumptions of regression is Multicollinearity. Multicollinearity assumption of regression indicates that the independent variables should not be too highly correlated each other.

Tabachnick and Fidell (2007) stated that if the correlation between independent variables is too high ($r \geq 0.9$), the two variables are almost similar and as a result it is better to omit one of the independent variables. The correlation between the two independent variables (intrinsic and extrinsic motivation factors) is 0.603 (see table 13). Alternatively, Tabachnick and Fidell (2007) suggested that multi-collinearity diagnosis can be tested by Tolerance and Variance Inflation Factor (VIF) values. Tolerance is an indicator of how much of the variability of the specified independent variable is explained by other independent variables in the model. Tabachnick and Fidell (2007) suggested that multicollinearity assumption is not violated or accepted if Tolerance value greater than 0.1 or VIF value is less than 10 or correlation between independent variables is less than 0.9. the Tolerance and VIF values were summarized below.

Table 13: Tolerance and VIF values

Variable	Tolerance	VIF
Intrinsic job motivation factors	.603	1.659
Extrinsic job motivation factors	.603	1.659

Source: SPSS output, 2023

The tolerance values are above 0.1 and VIF values are less than 10 for both intrinsic and extrinsic motivation factors. Therefore, the correlation between the two independent variables is low and there exists low multi-collinearity diagnosis. This test indicates that the assumption of Multicollinearity is not violated and all independent variables are retained in the regression analysis.

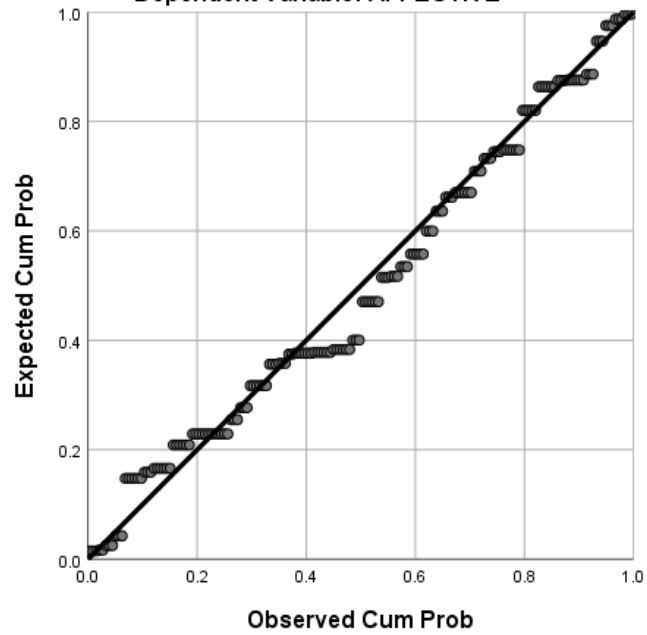
4.7.3. Linearity Assumption

The linearity assumption of multiple linear regression assumptions shows predictor variables in regression have straight line relationships with the outcome variable (dependent variable). The points in p-p plots roughly fall along a straight diagonal line (Sebastian Taylor, 2020).

Figure 3: Linearity Assumption Test

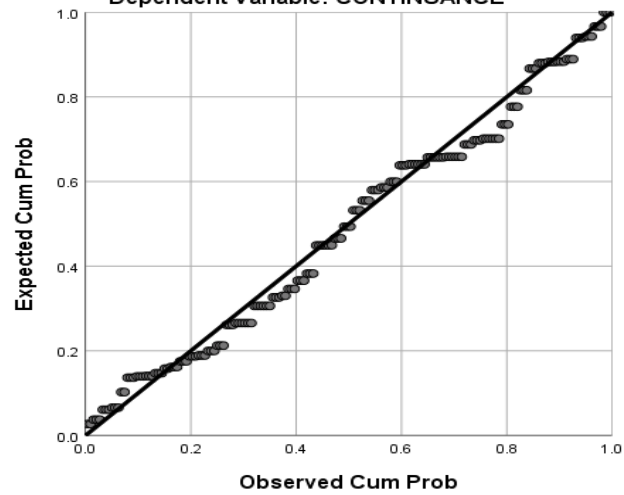
Normal P-P Plot of Regression Standardized Residual

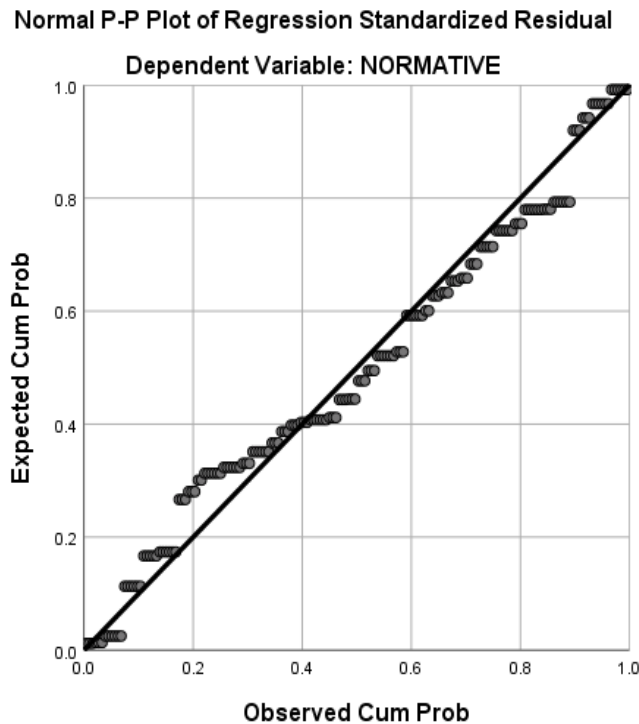
Dependent Variable: AFFECTIVE



Normal P-P Plot of Regression Standardized Residual

Dependent Variable: CONTINUANCE





The points in the p-p plots are approximately fall along a straight diagonal line. Linearity assumption of multiple linear regressions is almost checked. What the researcher use the three component model of commitment? Bouse, to explore three common types of commitment, how they impact the Elilly International hotel team members' motivation and what changes they can make to improve team member engagement and loyalty in an effective and positive way. Bout the model of John Meyer and Natalie Allen developed their Three model explains tht commitment to an organization is a psychological state, and that it has three distinct components that affect how employees feel about the organization that they work for.

The three components are:

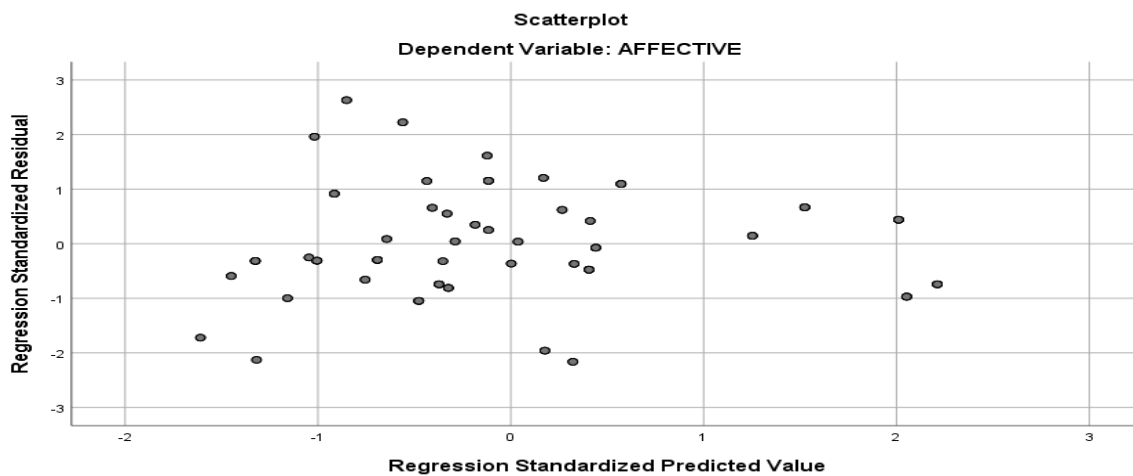
1. Affection for your job. ("Affective Commitment")
2. Fear of loss ("Continuance Commitment")
3. Sense of obligation to stay ("Normative Commitment")

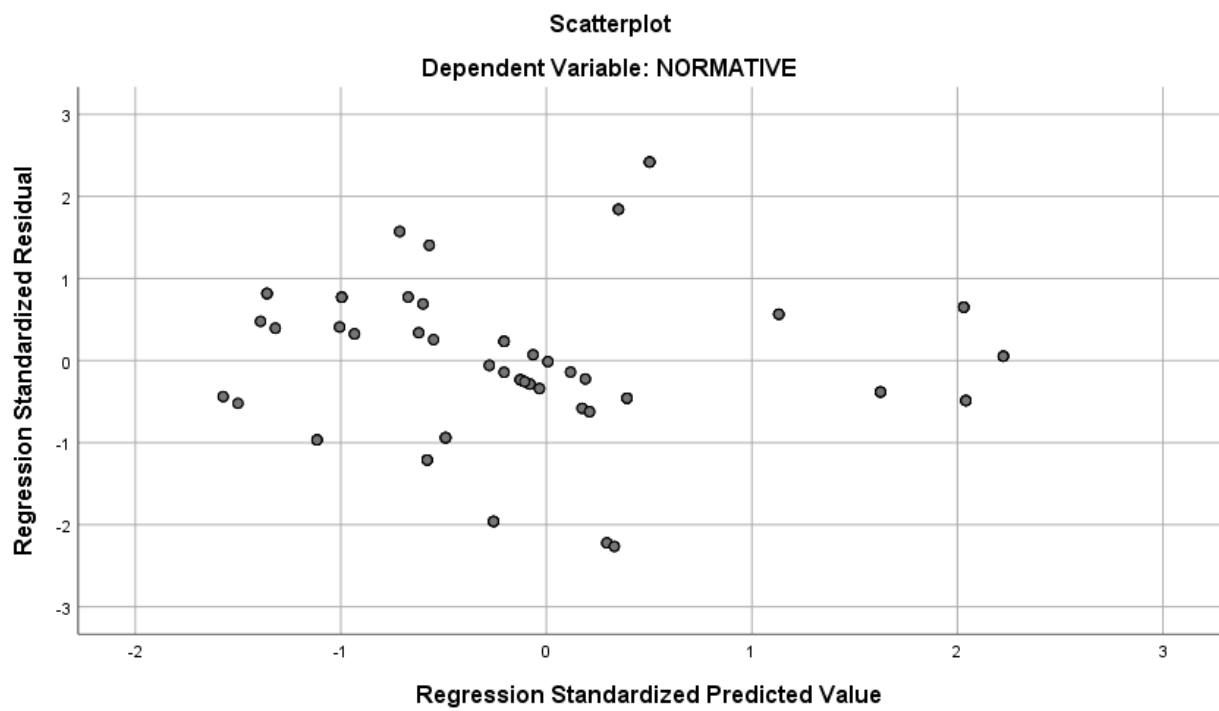
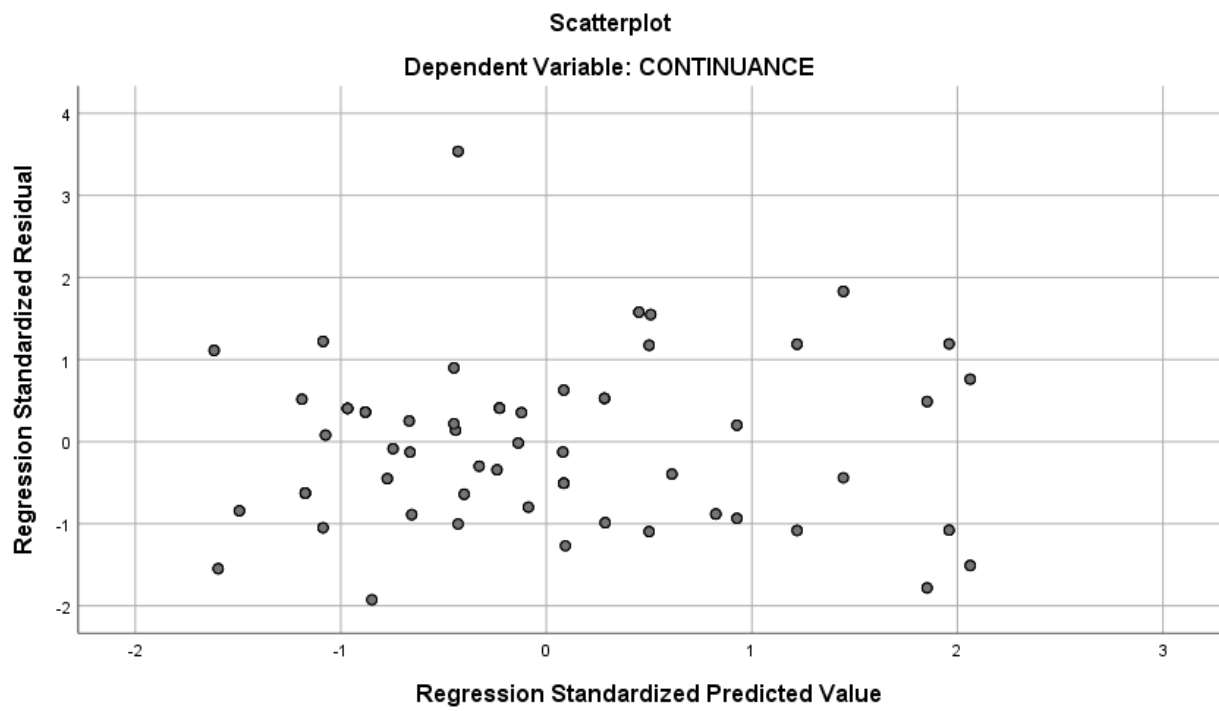
The researcher uses by the adviser advice to see the increase commitment, engagement and wellbeing and job satisfaction of Elilly International Hotel team.

4.7.4. Homoscedasticity Assumption

Homoscedasticity (constant variance of error term) refers to whether residuals are equally distributed or spread far apart. This assumption can be tested using scatter plots. The dots in the scatter plots should belong to -3 to 3.

Figure 4: Homoscedasticity Assumption Test





From the above scatter plots, the dots are evenly distributed between -3 and 3 (except for certain points are not evenly distributed in the case of continuance commitment). Thus, there is no violation of homoscedasticity assumption test.

4.7.5. No autocorrelation assumption

Autocorrelation regression assumption (independence of observation) can be tested using Durbin-Watson test.

No.	Variables	Durbin-Watson test value
1	Affective commitment	1.844
2	Continuance commitment	1.853
3	Normative commitment	1.916

The values of Durbin Watson statistics are relatively close to the midpoint the range (2) and it indicates no autocorrelation.

B. Regression model summary

4.7.3 The Effect of Employee Motivation on Affective Commitment

To examine the influence of independent variables (intrinsic and extrinsic motivation factors) to the predicted variable (affective commitment of employees), multiple linear regression analysis was performed using SPSS version 26.0 software.

Table 5: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Regression	.814	.663	.659	.3697

As shown at table 14 the correlation coefficient (R) value is 0.814 and this value indicates that there is a strong (very high) correlation among variables. The combination of employee

motivation factors (intrinsic motivation and extrinsic motivation factors) together contributed about 66.3% of the variance in the dependent variable (employee affective commitment).

Table 6: ANOVA of Regression

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	44.983	2	22.491	164.536	.000
Residual	22.828	167	.137		
Total	67.811	169			

Source: Own survey and SPSS output, 2023

As displayed at table 15 above, the ANOVA of regression $F(2, 167) = 164.536$ ($p < 0.01$) explains that the combination of independent variables (intrinsic motivation and extrinsic motivation factors) significantly predict the dependent variable (affective commitment of employees in Elilly international hotel). Therefore, the regression model is meaningful in general terms and is appropriate to interpret its values.

Table 7: Regression Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.490	.147		10.133	.000
Extrinsic Motivation	.150	.049	.178	3.086	.002
Intrinsic Motivation	.577	.048	.690	11.931	.000

Dependent variable: Affective commitment of employees

Source: own survey and SPSS output 2023

The regression model analysis can be predicted

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where: Y is the dependent variable (affective commitment), X_1 = intrinsic motivation, X_2 = extrinsic motivation, β_0 is the constant term (coefficient of the model) and e is the error term.

Since both intrinsic motivation and extrinsic motivation factors are significantly contributing to the affective commitment of employees, the regression model analysis becomes

$$Y = 1.490 + 0.577 * \text{Intrinsic Motivation} + 0.150 * \text{Extrinsic Motivation}$$

By comparing standardized Beta values, the regression result shows that the significant contributor to affective commitment of employees are intrinsic motivation (Beta = 0.690, $p < 0.01$) and extrinsic motivation (Beta = 0.178, $p < 0.01$). Both intrinsic and extrinsic motivations have significant effect on the affective commitment of employees. But, intrinsic motivation is the higher contributing component of motivation for employee commitment in affective component.

4.7.4 The Effect of Employee Motivation on Continuance Commitment

Table 8: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Regression	.454	.206	.197	.440

Source: Own survey and SPSS output, 2023

From the above table the correlation coefficient (R) value is 0.454 and this value indicates that there is medium correlation among variables. The combination of employee motivation factors (intrinsic motivation and extrinsic motivation factors) together contributed about 20.6% ($R^2 * 100$) of the variance in employee continuance commitment of employees.

Table 9: ANOVA of Regression

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	8.419	2	4.210	21.701	.000
Residual	32.396	167	.194		
Total	40.815	169			

Source: Own survey and SPSS output, 2023

As shown at table 18, the ANOVA of regression $F(2, 167) = 21.701$ ($p < 0.01$) explains that the combination of independent variables (intrinsic motivation and extrinsic motivation factors) significantly predict the continuance commitment of employees.

Table 10: Regression Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.263	.175		12.925	.000
Extrinsic Motivation	.167	.058	.256	2.877	.005
Intrinsic Motivation	.161	.058	.248	2.787	.006

Dependent variable: Continuance commitment of employees

Source: own survey and SPSS output 2023

The regression model analysis is given by

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where: Y is the dependent variable (continuance commitment), X_1 = intrinsic motivation, X_2 = extrinsic motivation, β_0 is the constant term (coefficient of the model) and e is the error term.

$$Y = 2.263 + 0.161 * \text{Intrinsic Motivation} + 0.167 * \text{Extrinsic Motivation}$$

The values of standardized Beta values indicates that both intrinsic motivation factors (Beta = 0.248, $p < 0.01$) and extrinsic motivation (Beta = 0.256, $p < 0.01$) are significantly contribute to the continuance commitment of employees. Both intrinsic and extrinsic motivations factors have significant effect on the continuance commitment of employees and the two motivation factors are similarly affecting continuance commitment of employees.

4.7.5 The Effect of Employee Motivation on Normative Commitment

The effect of employee motivation factor on the normative commitment of employees is analyzed in the following tables.

Table 11: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Regression	.821	.674	.670	.288

Source: Own survey and SPSS output, 2023

The correlation coefficient (R) value 0.821 indicates that there is medium correlation among variables and the combination of employee motivation factors (intrinsic motivation and extrinsic motivation factors) together contributed about 67.4% of the variance in employee normative commitment of employees.

Table 12: ANOVA of Regression

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	28.849	2	14.425	172.753	.000
Residual	13.944	167	.083		
Total	42.793	169			

Source: Own survey and SPSS output, 2023

The ANOVA of regression $F(2, 167) = 172.753$ ($p < 0.01$) explains that the combination of independent variables (intrinsic motivation and extrinsic motivation factors) significantly influence the normative commitment of employees at Elilly international hotel.

Table 13: Regression Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.766	.115		15.374	.000
Extrinsic Motivation	.118	.038	.177	3.102	.002
Intrinsic Motivation	.464	.038	.698	12.271	.000

Dependent variable: Continuance commitment of employees

Source: own survey and SPSS output 2023

The regression model analysis becomes

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where: Y is the dependent variable (normative commitment), X_1 = intrinsic motivation, X_2 = extrinsic motivation, β_0 is the constant term (coefficient of the model) and e is the error term.

$$Y = 1.766 + 0.464 * \text{Intrinsic Motivation} + 0.118 * \text{Extrinsic Motivation}$$

Standardized Beta values of the regression indicates that both intrinsic motivation factors (Beta = 0.177, $p < 0.01$) and extrinsic motivation (Beta = 0.698, $p < 0.01$) are significantly influenced the normative commitment of employees. The higher contributing factor for the normative commitment of employees in Elilly International hotels is extrinsic motivation of employees.

4.7.6 Hypothesis Testing

The study is formulated six research hypotheses to proof the effect of motivation factors on the commitment of employees in at Elilly international hotel. The results of regression analysis are summarized and all of the hypotheses are accepted or supported.

Table 14: Hypothesis Testing

Hypothesis	Source	Results
H1: Intrinsic motivation factor has positive significant effect on the affective commitment of employees ($\beta=0.690$, $P=.000$),	Table 16	Supported
H2: Intrinsic motivation factor has positive significant effect on the normative commitment of employees ($\beta=0.698$, $P=.000$).	Table 22	Supported
H3: Intrinsic motivation factor has positive significant effect on the continuance commitment of employees ($\beta=0.248$, $P=.006$).	Table 19	Supported
H4: Extrinsic motivation factor has positive significant effect on the affective commitment of employees ($\beta =0.178$, $P=.002$)	Table 16	Supported
H5: Extrinsic motivation factor has positive significant effect on the normative commitment of employees ($\beta =.177$, $P=0.002$)	Table 22	Supported
H6: Extrinsic motivation factor has positive significant effect on the continuance commitment of employees ($\beta =.256$, $P=.005$)	Table 19	Supported

4.8 FINDINGS

To assess the practice of employee motivation and organizational commitment of employee Elilly International hotels, descriptive analysis was performed using frequencies, mean scores and percentages. On the other hand, to investigate the relationship between employee motivation factors (intrinsic and extrinsic motivation factors) and the dependent variable (commitment of employees with respect to its components), various data analysis techniques such as Pearson's correlation test and multiple linear regression analysis were used. The key findings of the study are discussed based on the objectives of the study with the integration of related empirical study results.

In this study, the descriptive analysis shows that in Elilly international hotel the mean score of intrinsic motivation factor practice is 3.03 and that of extrinsic motivation factors practice is 3.72. These aggregate mean scores indicated that intrinsic employee motivation is moderate level and extrinsic employee motivation is high. That is, employees are extrinsically motivated than intrinsically motivation in Elilly international hotel.

Regarding to the organizational commitment of employees in Elilly international hotel, the aggregate mean score of affective commitment is 3.80. This result revealed that at the affective commitment of employees is high level. That means, employees' emotional attachment, identification and involvement in the hotel is high.

The aggregate mean score of continuance commitment of employees is 3.37 and this value is belonged to moderate level of the cutoff point interval. This mean value is indicated that the working commitment level of employees with respect to continuance component is medium. That is, the commitment of employees due to fear of losses of leaving the organization is moderate level.

The commitment of employees with regard to normative component has an aggregate mean score of 3.67. This value indicated that the normative commitment of employees in the organization (Elilly international hotel) is high. Here, we can conclude that employees are highly committed by considering the feeling of obligation to remain with the organization.

But, by comparing the aggregate mean score of the three components of commitment, the result indicated that employees in Elilly international hotel are better committed in affective component.

The result of Pearson correlation indicated that the relationship between intrinsic motivation and affective commitment of employees is $r = 0.803$ ($p < 0.01$). It has 64.48% relationship and the strength of relationship is strong or very high. Similarly, extrinsic motivation is also highly correlated with the affective commitment of employees ($r = 0.614$, $p < 0.01$). The strength of relationship between them is about 37.67%. The existing relationships are significant; but intrinsic motion has better correlation with affective commitment of employees in Elilly international hotel.

Continuance commitment of employees is moderately correlated with employee intrinsic motivation ($r = 0.412$, 16.97%) and intrinsic motivation of employees ($r = 0.409$, 16.73%). The relationships between motivation factors and continuance commitment of employees in Elilly international hotel are statistically significant and are relatively similar.

Finally, normative commitment of employees is moderately correlated with employee intrinsic motivation ($r = 0.502$, 25.5%) and highly correlated with extrinsic motivation of employees ($r = 0.758$, 57.46%). The relationships are statistically significant. By comparing the strengths of relationship, extrinsic motivation is strongly associated with the normative commitment of employees than intrinsic motivation factors.

Similar study was done by Faisal, N. et al. (2017) on the impact of motivating employees on the organizational commitment. The results of the study indicated that there existed significant impact from employee motivation on organizational commitment in terms of commitment components (affective, normative and continuance). That is, employee motivation has the least correlation with continuance commitment and strong correlation with affective commitment feel an emotional attachment to the organization and therefore will have a greater motivation and desire to contribute to the organization than employees with weak affective commitment. The result of regression revealed that both intrinsic motivation of employees ($\text{Beta} = 0.690$, $p < 0.01$) and extrinsic motivation of employees ($\text{Beta} = 0.178$, $p < 0.01$) are significantly contributing to

the affective commitment of employees at Elilly international hotel. Intrinsic motivation is largely influencing component of motivation for employee affective commitment.

Similarly, the regression analysis indicates that both intrinsic employee motivation (Beta = 0.248, $p < 0.01$) and extrinsic employee motivation (Beta = 0.256, $p < 0.01$) are significantly affecting to the continuance commitment of employees with almost the same share of contribution.

At the end, the standardized Beta values of the regression analysis suggested that both employee intrinsic motivation (Beta = 0.177, $p < 0.01$) and employee extrinsic motivation (Beta = 0.698, $p < 0.01$) have statistically significant effect on normative commitment of employees. Normative commitment of employees is dominantly influenced by employee extrinsic motivation. Teshome Engda (2015) indicated that financial reward as a motivational strategy has strong impact on affective and normative commitment in Ethio-telecom. The study of Qendrim Bytyqi (2020) proved that motivation has a strong and positive significant effect on the organizational commitment of employees. As much the employees are motivated, they automatically will increase the job performance. The findings of this study are similar to the study of Teshome Engda (2015), Qendrim Bytyqi (2020) and Faisal, N. et al. (2017).

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

In the previous sections of this paper, the result obtained from employees of Elilly international hotel via closed-ended questionnaire was analyzed and discussed. By considering the key findings of the study, the summary, conclusions and recommendations of the study are shown in the next sections.

5.1 SUMMARY OF KEY FINDINGS

This study was conducted to investigate the effect of employee motivation on organizational commitment in the case of Elilly International hotel, Addis Ababa, Ethiopia. The analysis of demographic information of participant employees of the study indicated that the majority of respondents males (54.1%), aged 18-24 years (38.8%), First degree holders (38.2%), employee or customer servants (55.3%), paid less than 5,000 ETB (38.8) and have working experience of below one years (31.8%).

The basic findings of the study shows that in Elilly international hotel, intrinsic motivation of employees is medium and extrinsic employee motivation is high. Employees are extrinsically motivated in their organization.

The level of employee organizational commitment in Elilly international hotel was analyzed using descriptive statistics (mean values). The result shows that employees are high in affective commitment (mean = 3.80) and normative commitment (mean = 3.67), and medium in continuance commitment (mean = 3.37). From the analysis it can be summarized that employees are highly committed in affective and normative commitment components.

From inferential statistics, the result of correlation analysis indicated that both intrinsic and extrinsic motivation factors have significant relationship with the affective, continuance and

normative commitment of employees at Elilly international hotel. Intrinsic motivation has moderate correlation with continuance commitment and normative commitment components, and high correlation with affective commitment of employees.

On the other hand, extrinsic motivation has strong relationship with normative commitment, high relationship with affective commitment and moderate relationship with continuance commitment of employees.

The findings of the study indicated that intrinsic motivation of employees has statistically significant effect on the affective commitment, continuance commitment and normative commitment of employees Elilly international hotel.

The results of the study indicated that affective commitment of employees is largely influenced by intrinsic motivation and normative commitment of employees is dominantly affected by extrinsic motivation of employees at Elilly international hotel.

5.2 CONCLUSIONS

Based on the key findings of the study, the following conclusions are drawn.

- ❖ In Elilly international hotel, employee extrinsic motivation is more significant than extrinsic motivation. That is, employees are extrinsically highly motivated and intrinsically moderately motivated. The extrinsic motivation level of employees in Elilly hotel is better than intrinsic motivation of employees.
- ❖ From the views of various scholars, an organization can be productive and effective whenever employees are highly committed in their jobs. Regarding to the level of organizational commitment employees with respect to its components, the result of this study specified that affective, continuance and normative component of commitment was high. That is, employees of Elilly international hotel are highly committed to their job and organization.
- ❖ Employee intrinsic motivation has a significant relationship with the affective, continuance and normative commitment of employees at Elilly international hotel.

Similarly, extrinsic motivation of employees is significantly correlated with affective, continuance and normative commitment components of employees.

- ❖ Finally, from the findings of the study it can be concluded that employee motivation has significant influence on the organizational commitment of employees at Elilly international hotel. The dominant contributor for affective commitment is intrinsic motivation and for normative commitment is extrinsic motivation of employees. The effects of intrinsic and extrinsic motivation of employees have similar significant effect on the continuance commitment of employees.

5.3 RECOMMENDATIONS

By considering the key findings and the conclusions of the study drawn above, the following recommendations were forwarded by the researcher.

The results proved that both intrinsic and extrinsic motivation of employees are significantly contributed to the organizational commitment of employees at Elilly international hotel. Therefore, Elilly international hotels have to made employees motivated both intrinsically and extrinsically to increase organizational commitment of employees.

The main function of human resources management in an organization is to take an important role in decreasing de-motivation of employees and increasing working commitment of employees. In the hotel industry, especially 5-star hotels have to apply different motivation packages that suits employees toward high commitment level that leads to high rate of performance in the organization.

Generally, since implementing motivational strategies on employees in an organization has positive output, it has to be done with high concentration and care from the decision makers, human resource management team and the organization as a whole.

Theories indicated that employees who are strongly committed in an organization are less likely to leave the organization. Here, to retain employees in the organization sustainably and to

increase organizational effectiveness, the commitment level of employees has to be raised through various initiative rewards.

5.4 FUTURE RESEARCH

This study was concerned with the effect of employee motivation on employee commitment in 5-star rated hotels in Addis Ababa. The study considered both intrinsic and extrinsic motivation factors as an independent variable and commitment components (affective, normative and continuance components) as a dependent variable. Further studies have to be conducted on this issue by improving methodological limitations. Future study is recommended by considering employees of different 5-star hotels.

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APPENDIX A

Questionnaire for Employees

Dear Employee:

This questioner wishes to analyze and assess employee motivation and your organizational commitment. This survey is conducted only for academic purpose. Responses to this questionnaire will be kept firmly confidential. The questionnaire has three parts- part one includes questions related to background of respondents; part two consists of questions related to employee motivation; and part three about employee commitment. Employee motivation programs are designed to make employees feel their efforts and encourage them to work with high commitment level. These motivational programs are powerful that increase individual and organizational productivity and commitment. The findings of this study will aware organizations and employees to understand how motivation programs affect the commitment level of employees. The success of this study determined by your genuine response and therefore you are kindly requested to give your exact responses. Thus, you are kindly requested to spare 20 minutes from your precious time to complete this questionnaire.

Thank you in advance!

Instructions:

Please show your response to the following questions by putting a check (✓) or cross (✗) marking at the appropriate space provided under each question.

Part A: Personal Background of Respondents

1. **Sex:** a) Male b) Female
2. **Age:** a) 18- 24 b) 25-30 c) 31-35 d) 36-40 e) 41-45 f) 45 and above
3. **Education level:** a) High school completed b) Certificate c) Diploma d) First degree
e) Second degree and above
4. **Years of experience:** a) 1 year and less b) 1 - 4.99 years c) 5 - 9.99 years d) 10 years and above

5. **Salary:** a) Less than 5000 birr b) 5000-9,999 birr c) 10,000 -14,999 birr d)15,000-19,999 birr e) 20,000 and above

6. Your job position: a) Employee b) Department head/ supervisor c) Deputy manager d) General manager e) Other, please specify _____

Part B: Over all employee opinion on Motivation

This section includes questions aimed to gather data about employee perception towards the organization's (hotel's) motivational schemes using five-point liker scale (1= Strongly disagree, 5= strongly agree). Choose your alternative and tick on the space provided using the following represented values.

Strongly Disagree (SD) = 1, Disagree (D) = 2, Average/Neutral (N) = 3, Agree (A) = 4, and Strongly Agree (SA) = 5

EMPLOYEE MOTIVATION

No.	Items	SD (1)	D (2)	N (3)	A (4)	SA (5)
A	A. INTRINSIC MOTIVATION FACTORS					
1	I have responsibilities related to the work in my organization.					
2	My colleagues appreciate me for what I did for my work.					
3	I believe that I have full authority to do my job.					
4	I believe that work which I have done is a respectable job					
5	I see myself as an important employee of the hotel.					
6	I have the right to decide in a subject related to my work.					
7	The type of work I perform provides me, with opportunity for personal growth and development.					
	B. EXTRINSIC MOTIVATION FACTORS					
8	The external working condition of the hotel is suitable.					
9	My managers help me to solve disagreement with my colleague and customers.					

10	I am satisfied with the salary.					
11	My allowances and fringe benefits (allowance, overtime payment, bonus and others) are adequately satisfactory as compared with other hotels.					
12	I get extra pay for high performance in the hotel.					
13	I have a job security in the hotel.					
14	I have a harmonious relation with my colleagues in the hotel.					

Source: Adopted from Israel Begashaw (2021)

Part C: Commitment of Employees

This section includes questions aimed to gather data about employee's level of commitment to their organization (hotel) in terms of affective, continuance and normative commitment using five-point liker scale (1= Strongly disagree, 5= strongly agree). Choose your alternative and tick on the space provided using the following represented values.

Strongly Disagree (SD) = 1, Disagree (D) = 2, Average/Neutral (N) = 3, Agree (A) = 4, and Strongly Agree (SA) = 5

Organization commitment of employees

No	Items	SD (1)	D (2)	N (3)	A (4)	SA (5)
	AFFECTIVE COMMITMENT SCALE ITEMS					
1	I would be very happy to spend the rest of my career with this organization					
2	I really feel as if this organization's problems are my own					
3	I do feel like 'part of the family' at my organization					
4	I do feel 'emotionally attached' to this organization					
5	I do feel a strong sense of belonging to my organization					
6	This organization has a great deal of personal meaning for me					
	CONTINUANCE COMMITMENT SCALE ITEMS					
7	Right now, staying with my organization is a matter of					

	necessity as much as desire.					
8	It would be very hard for me to leave my organization right now, even if I wanted to					
9	Too much in my life would be disrupted if I decided I wanted to leave my organization now					
10	If I had not already put so much of myself in to this organization, I might consider working elsewhere.					
11	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives					
12	I feel that I have too few options to consider leaving this organization.					
	NORMATIVE COMMITMENT SCALE ITEMS					
13	I do feel any obligation to remain with my current employer.					
14	Even if it were to my advantage, I do not feel it would be right to leave my organization now.					
15	I would feel guilty if I left my organization now.					
16	This organization deserves my loyalty.					
17	I would not leave my organization right now because I have a sense of obligation to the people in it.					
18	I owe a great deal to my organization.					

Source: Allen and Mayer (1993) standard questionnaire for commitment components