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ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**FACTORS AFFECTING EMPLOYEE'S PERCEPTION AND JOB
MOTIVATION IN NATIONAL TOBACCO ENTERPRISE (ETH) S.C.**

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JULY, 2025

ADDIS ABEBA, ETHIOPIA

**FACTORS AFFECTING EMPLOYEE'S PERCEPTION AND JOB
MOTIVATION IN NATIONAL TOBACCO ENTERPRISE (ETH) S.C**
**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF GENERAL MBA.**

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Declaration

I undersigned, declare that this thesis entitled **Factors Affecting Employee's Job Motivation in National Tobacco Enterprise (ETH) S.C.** is my original work prepared under the follow-up and guidance of my Advisor Dr. Tesfaye Tilahun (PHD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher-learning institution to earn any degree.

Signature _____

Date _____

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**Factors Affecting Employee's Perception and Job Motivation in National
Tobacco Enterprise (ETH) S.C**

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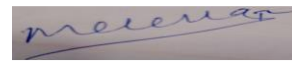
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Abstract

The primary objective of the study was to analyze the Factors Affecting Employee's Job Motivation in National Tobacco Enterprise (ETH) S.C. The researcher used an explanatory and descriptive research design and a quantitative approach. A convenience sample of the population was taken as part of the study. A total of 257 questionnaires were handled by the respondents, and 250 of them completed and returned their questionnaires. The study's findings were presented in inference and descriptive analysis, and the result of the descriptive statistics told that Relationships with colleagues and supervision, Training, and development, Factors related to working conditions and job security, and Recognition and Reward, on a 5-point scale. In addition, the result of the multiple linear regression output signals that Relationships with colleagues and factors relating to supervision, Training, and development, Factors related to working conditions and job security, and Recognition and Reward. lead to enhance Employee Motivation by 10.7%, 33.8%, 46.9%, and 16.9% respectively. From this, the researcher suggested that NTE should emphasize motivational factors to enhance its Employee Motivation.

Keywords: - Relationships with colleagues and supervision, Training, and development, working conditions and job security, Recognition and Reward, and Employee motivation.

CHAPTER ONE

INTRODUCTION

The Purpose of this research was to determine factors that affect employees job motivation in National Tobacco Enterprise (Ethiopia)S.C. This Chapter provided background of the study, Background of the Organization, Statement of the Problem, Objectives of the Study, Research Questions, Significance of the Study, Scope/Delimitation of the Study, Limitation of the study and Organization of the Study.

1.1 Background of the Study

National Tobacco Enterprise (Ethiopia)S.C is playing an important role in Ethiopia's economy for the last 83 years since its establishment. One of the most important elements for the success of the organization is employees' job motivation, which affects output and job happiness. Understanding the elements that influence employee job motivation is crucial for improving workplace productivity and accomplishing strategic objectives in the context of National Tobacco Enterprise (Ethiopia)S.C. Motivation is an art with a purpose to get individuals work willingly and influencing them to behave in a certain manner to accomplish their tasks (Maduka &Okafor, 2014). Employees' job motivation is important for several reasons. For instance, motivated workers are more productive and they contribute to higher quality work, they are more satisfied with their jobs, which will result in lower turnover rates and lowers absenteeism. When employees are well motivated, they help the organization to grow and survive in fast changing workplaces (Lindner 1998, 36). A motivated employee focuses on achieving goals and objectives. Motivation is a management strategy that gives employees encouragement to work harder for the organizations' overall benefit. The issues that are arising are: "why managers need to motivate employees?" (Herzberg, 1959). Traditional motivation theories focus on specific elements that motivate employees in pursuit of organizational performance.

When employees are well motivated, they help the organization to grow and survive in fast changing workplaces (Lindner 1998, 36).An organization can create competitive advantage over its competitors by using human resource practices to improve employee motivation, especially

when their employees are less motivated (Schuler & MacMillan, 1984). Individual differences, work-context characteristics and job placement may lead to differences in employees' motivation, job satisfaction and performance (Sharma and Sharma, 2011).

There are two ways that managers can use to motivate different employees in the workplace. These are: Extrinsic/External motivators those that are visible to others and Intrinsic/Internal motivators those motivators that are not visible to others such as performing meaningful work, feelings of achievement, responsibility, competitiveness and accomplishment (Luthans, 2011). Studies as indicated by (Champoux, 2011) therefore show that managers have a major function at the workplace of aiming to enhance and sustain employee motivation.

Motivation is improving organizational behaviors, encourages ongoing activity and directs activities towards specific targets. Different factors such as recognition, reward, Job satisfaction, Training and development play an important role in creating employee job motivation within the organization.

1.2 Background of the Organization

National Tobacco Enterprise was established in 1942 by proclamation No .30/1942 as a monopoly Tobacco Company to manage the country's Tobacco Industry (Company website). The enterprise has been providing services for its customers for 83 years being the only tobacco manufacturing company in Ethiopia. It is the only entity responsible for manufacturing, importing and distributing of Tobacco products in Ethiopia. Currently, National Tobacco Enterprise (Ethiopia)S.C employs over Seven hundred permanent and contract employees. National Tobacco Enterprise is moved from Addis Ababa Infront of African Union to Akaki kaliti sub city and its current location is Addis Ababa Akaki kaliti sub city.

In 2017 Ethiopian Government privatized National Tobacco Enterprise by selling 71% stake to Japan Tobacco International (JTI) for \$one billion. And the remaining 29% is owned by the Yemen based Sheba company (Company Website) and Japanese Tobacco International (JTI) has monopoly rights until now. National Tobacco Enterprise (Ethiopia)S.C has Six leaf operation center in different regions of the country includes Hawassa, Robi, Jewha, Wolayta, Ataye and Bilate. National Tobacco Enterprise (Ethiopia) S.C produces different brand cigarettes and

distributes different products to wholesalers and retailers. And as of now there are four cigarette products: Nyala, Winston Blue, Nyala Premium, and the new brand is LD.

And now National Tobacco Enterprise (Ethiopia) S.C is a large taxpayer in the Country. And currently the company faces different challenges including imposing higher excise tax by the government, advertising restrictions, Illicit Tobacco trade, Inflation and changes in consumer purchasing power affects the sales of tobacco products, anti-smoking initiatives will reduce tobacco demand and strict tobacco control laws including advertising and promotion, restriction affects tobacco sales (Company website). National Tobacco Enterprise culture is characterized by Teamwork, work life balance and effective communication among employees. Opportunities for career advancement are provided through training programs to enable employees to grow and develop within the organization.

National Tobacco Enterprise is involving supporting communities and public health around farm areas and in the industry area.

1.3. Statement of the Problem

Employee's job motivation is a basic factor in the success and productivity of any organization. At National Tobacco Enterprise (Ethiopia) S.C understanding the factors that affect job motivation is important for improving employee's performance, Job satisfaction and overall organizational effectiveness. Job motivation includes intrinsic and extrinsic factors that affect employees' job motivation. Intrinsic factors include personal growth, job satisfaction and recognition. And Extrinsic factors include salary, Job security and working environment. According to (Fugate & Kinicki, 2012) effective employee motivation is one of the most important, yet difficult duties of management and its success has become more important now than ever especially considering the global competition for organizations to produce lower price yet better quality products while still managing a diverse workforce.

This study was tried to find out what makes employees to leave National tobacco enterprise (Ethiopia) S.C and what intrinsic and extrinsic factors does motivate them to keep in the organization and capture which actual experience, feelings and insight of employee's behavior are most appropriate indicators that set the working conditions of employees in helping them to

increase motivation towards their work. The study fills the gap by considering variables like job security, reward & recognition of employees, training and development, relation with colleagues and working conditions.

The study also aimed to determine the elements that influence National Tobacco Enterprise (Ethiopia)S.C employees job motivation for their job. In order to solve the complex issue of employee job motivation at National Tobacco Enterprise (Ethiopia)S.C a broad strategy is needed. National Tobacco Enterprise (Ethiopia)S.C can increase employees job motivation by recognizing and resolving these issues. Therefore, the primary aim of this study is to analyze the factors of affecting employees job motivation of both intrinsic/internal and extrinsic/external factors in National Tobacco Enterprise (Ethiopia)S.C.

1.4. Objectives of the Study

This study has general and specific objectives.

1.4.1. General Objective

The general objective of this research is to identify the factors affecting employees job motivation in National Tobacco Enterprise (Ethiopia)S.C.

1.4.2. Specific Objectives

- I. To determine the extent of employee job motivation at National Tobacco Enterprise (Ethiopia)S.C.
- II. To investigate the intrinsic factors affecting employee job motivation at National Tobacco Enterprise (Ethiopia)S.C.
- III. To examine the extrinsic factors affecting employees job motivation at National Tobacco Enterprise (Ethiopia)S.C.

1.5. Research Questions

- I. What is the extent of employee job motivation at National Tobacco Enterprise (Ethiopia)S.C?

- II. What are the intrinsic factors affecting employee job motivation at National Tobacco Enterprise (Ethiopia)S.C?
- III. What are extrinsic factors affecting employees job motivation at National Tobacco Enterprise (Ethiopia) S.C?

1.6. Significance of the Study

This research paper is significant for many reasons among the main reasons, the first one is it helps the researcher to develop knowledge about job motivation among employees. The second significance give support for improving the employees job motivation in National Tobacco Enterprise (Ethiopia)S.C by understanding of the factors affecting employees job motivation in a manufacturing environment. The third significance of this study is it can help as a guideline for further research that is conducted by different researchers and students in the future. The fourth reason, it helps to provide information about the existing factors that affect the level of employee's job motivation in National Tobacco Enterprise (Ethiopia)S.C. The last reason supports National Tobacco Enterprise managers to develop different strategies to increase employees' job motivation based on the recommended points or ideas.

1.7. Scope/Delimitation of the Study

This study focuses on studying the factors affecting employees job motivation specifically with in the National Tobacco Enterprise (Ethiopia)S.C. The study was applying a random sampling technique to select a representative sample size from the total population.

The study covers only fulltime or permanent employees of National Tobacco Enterprise Ethiopia) S.C located in Addis Ababa, Ethiopia. And geographically the study was conduct in Addis Ababa since it is a monopoly enterprise in Ethiopia.

The methodology scope is to surveying employs through quantitative methods like surveys and questionnaires to collect data from employees within the enterprise. The time frame of this research covered a period of one year to ensure the data is relevant and

accurate. When we see the data Source, primary data collected directly from National Tobacco Enterprise employees, and secondary data was used to support the primary data.

1.8. Limitation of the study

This research on the factors affecting employees' job motivation in National Tobacco Enterprise has limitations that impact this study.

First, obtaining sufficient volume of research conducted within the Tobacco enterprise creates a challenge due to the scarcity of available studies. Second, the sample size may be limited by the number of targeted employees to participate in questionnaire responses within the National Tobacco Enterprise.

1.9. Organization of the study

There were five chapters in the study. The first chapter contains an introduction part that Includes background of the study, Background of the Organization, statement of the problem, Objectives of the Study, research questions, significance of the study, Scope/Delimitation of the Study, Limitation of the study and organization of the study. The second chapter of the research describes the review of related literature. The third chapter deals with research design and methodology. Chapter four is about data presentation, analysis, and discussion which are the data analysis part. The last chapter contains a summary, conclusion and recommendation of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

The development of the theoretical, empirical, and conceptual framework review for this study is the main topic of this chapter. It provided a summary of important information regarding job motivation at National Tobacco Enterprise (Ethiopia) S.C. It would begin with a focused discussion on the idea of job motivation.

2.1. Theoretical Review

2.1.1 Definition of Job Motivation

Motivation is defined as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal (Pinder, C. C. (2008). Job motivation is psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence”(George, J.M.& Jones, G.R. (2008) .Motivation is defined in different way by different people, Job motivation is a fact that motivates an inner feeling that forces a person to perform a task or a person's willingness to do things without any pressure (Katz, D. 1964).Motivation is defined by (Hodgetts & Hegar, 2008) as a group of processes that encourage a person to take action towards a particular goal.

Job motivation states that if you motivate people, they move in the direction that you want them to achieve certain goals. Therefore, companies need to figure out the drives of individual employees as a basis to understand what would motivate the employee to take the required actions. The more people are motivated to achieve the goals set for them, the more they are likely to do their best at work and this can even improve their job motivation further (MTD Training, 2011).(Stratford,2012) states that employees in a company are involved in almost every aspect of the company hence effective motivation systems need to be put in place to influence employees to be as productive as they can be. (Bruce, 2003) claims that there is a direct link between employee job motivation and

their performance because employee enthusiasm and excitement was reflected in the quality of their work.

According to (Kroth, 2007) states that a well-motivated employee would not always be productive equal with his/her internal motivation, this is because there are other factors such as resources and a good working environment that can affect job motivation. It is therefore clear that managers need to focus on both intrinsic and extrinsic factors of motivation that may affect the employees because both are required for developing a comprehensive motivation system for staff. Research carried out by (MTD Training, 2011) points out that companies need to understand how people feel motivated so that they can be able to encourage them to perform at their peak while at work. (Armstrong M. (2006)) suggests that if companies do not encourage employees to perform their best, the employees can do the minimum required just to keep from being fired. (Stratford, 2012) argues that all workers have different characters hence require different ingredients of motivation.

To motivate people, it's important to understand how motivation works. Using incentives to motivate an employee is important. Not every employee will be motivated in the same way. Employees will react in different ways so organizations should adopt different ways of motivation.

To motivate employees the important thing is to understand that there is difference between different individuals and every individual will not be motivated in the same way. Individuals react in different ways so organizations should adopt different ways of motivation (Stratford, 2012). People are different because their ability, intelligence, attitudes, character and the influence for their environment differs and as a result their needs and wants which affect their motivation will differ (Armstrong, 2006). Companies therefore need to take into consideration what the people they want to create job motivation believe is important to them to offer them incentives to satisfy their desires.

According to (Kroth, 2007) there are two types of motivation: one is internal motivation and the other one is external motivation or desire.

I. Internal (Intrinsic) Job Motivation

Internal job motivation is the type of feeling that motivates a person to work or to do a job which is not forced, or which is not related to outside of us. Internal job motivation is self-generated and it arises from inside. There are some factors that motivate an employee to work and achieve something without focusing on money. In human beings there are many factors that force internally, for instance, security needs, physiological, social needs, self-esteem and self-actualization.

There are Techniques of internal employee job motivation. These are:

Opportunity for advancement-: For employees who want to achieve something in their career they want more and more opportunities to achieve their goals. Organizations should provide opportunities for them to grow higher and higher to achieve their goals.

Recognition-: Recognitions are effective tools that affect positively employee motivation since they like to be valued and recognized when performing a good task (Sirota, et al., 2006).

Learning-: Some employees like to develop their skills so for their motivation organizations should arrange training programs and give them those projects in which they can improve their skills and learn something new.

II. External Job motivation

External (Extrinsic) Job Motivation means motivation that comes from outside the employee. It occurs when things are done to or for people to motivate them.

There are methods for motivating employees to do their job. These are:

Salary: Many organizations use it to motivate their employees or their staff and most of the employees also think they feel motivated when the organizations increase their salaries.

Rewards-: Rewards can be classified into two financial and non-financial rewards. The most effective way of external motivation is to reward an employee. Giving an employee

a prize is the best external incentive strategy. Employees at National Tobacco Enterprise (Ethiopia) S.C can be rewarded with holiday gifts and bonuses.

Promotion-: Promotion is a very important tool to motivate an employee for a higher position.

2.1.2 Approaches of Job Motivation

(Armstrong, M.2008) highlighted three approaches of employee job motivation. These are valuing people, providing financial rewards and non-financial rewards. He elaborated that people need to feel valued and managers can do this by showing trust, giving them just treatment and by providing them with financial and non-financial rewards to show they are appreciated. Financial rewards are rewards for employees in the form of payment. He further states that workers who are used to getting a fixed salary may not be motivated by it but come dissatisfied when it lacks because it provides the means to satisfy the physiological, security and self-esteem needs to a great extent. He also states that despite this, pay acts as a dominant factor in the selection of employers and for retaining employees in certain companies.

Non-financial rewards include recognition, achievement, and opportunity for responsibility and independence. (Armstrong, M.2008) suggests that recognition is one of the most successful ways that managers can use to motivate their employees because it means that management will listen to their contributions and employees will receive feedback from them when they have been successful in achieving goals set for them. The other aspects of non-financial rewards involve giving employees more responsibility, enabling them to be exemplary in their work which they will undertake with minimal supervision and providing opportunities for the employees to advance their education and professional qualifications (Armstrong, M.2008). The following are the positive effects for organization and for individual employees when there is high motivation in the workplace.

Job satisfaction improves, work effort increases, working environment improves, employees focus on attaining results, drive for work is created, employers can tap the full potential of employees, everyone is able to fully understand their role and the entire teams' skills increase (Management Training and Development Ltd. 2011).

2.1.3 Theories of Motivation

Early theories of motivation based on studies and research initially focused on the needs that people want to satisfy. Later theories on setting goals and more recently on long-term goals what employees think is important in their work-based life encourage them to perform at their best (Latham, G. P., & Locke, E. A. (2007). This theory will look at Maslow's need hierarchy theory and Herzberg's two-factor theory.

2.1.4 Maslow's Hierarchy of Needs Theory

The best-known theory of motivation is Abraham Maslow's hierarchy of needs (Maslow, A. H. (1954). A need is something that a person requires, and satisfaction occurs when a need is fulfilled, and motivation is the attempt to satisfy a need (Aldag, R. and Kuzuhara, L. (2002). Abraham Maslow developed a theory based on satisfaction of human needs to achieve motivation. Abraham Maslow claimed these needs were universal and the fundamental one was physiological. The rest of the needs were safety needs (which are necessary for physical and emotional security. Through job security, health insurance, retirement benefits and safe working environments these needs are satisfied). Social needs (where people seek for love, affection and belonging). Esteem needs (where we urge for respect, recognition, accomplishment and worth). And self-actualization needs (which are the desires to grow and develop up to ones fullest). Physiological needs are the most basic needs for living and include food, shelter and clothing.

Employers can satisfy these needs by providing benefits for example retirement plans the social needs refer the need for people to belong or be accepted by family, other Employees want to maintain good relationships with workers, managers, individuals and groups and participate in teamwork (Maslow, A. H. (1954). Esteem needs include the need

for others to recognize our value in society which leads to acquiring self-respect and status amongst other attributes.

2.1.5 Herzberg's Two Factor Theory

Herzberg's Two Factor Theory called the Motivation-Hygiene Theory is one that identifies intrinsic factors that contribute to satisfaction and how the worker's environment can contribute to dissatisfaction of employee following research conducted by Frederick Herzberg in answer to the question "what do people want from their jobs" Robbins, S. P., & Judge, T. A. (2007). From the research, motivational factors are those that resulted in a positive feeling and self-actualization among employees which includes achievement, recognition, responsibility, work itself, advancement and growth. based on Herzberg's theory, managers should seek to meet the higher needs of the employees, particularly psychological needs such as appreciation and recognition. This theory argues that managers should seek job improvements by planning personal and professional development of employees for them to be satisfied that they have significant personal and professional growth in future in their current employment Herzberg, F. (1966).

Herzberg in his two-factor theory identifies motivation and hygiene factors that are likely to maximize the performance of employees.

2.1.6 Factors Influencing Job Motivation

Vroom, V. (1964) highlights the following as factors that have an influence on employee's job motivation and hence an impact on their productivity supervision, workgroup, job content, wages or salary and opportunities for promotion.

Vroom elaborates further that under supervision the kind of reflection for the employee's needs and feelings is what the supervisor should concern themselves with. He also states that supervisors who give their staff opportunities to assist in decision making promote their level of motivation, which in turn increases their productivity. Herzberg, F. (1959) also states that the greatest motivation of an individual to work arises from a sense of

personal growth in responsibility; of which can be granted to the worker by their supervisor.

Likert, R., & Bowers, D. G. (1969) claims that organizations which apply the principle of supportive supervision practice an increase in non-economic motivation in general and from each individual employee who will result in increased teamwork which will improve productivity as everyone is focused on achieving the organization's goals. He further states that the crucial factor in the relationship between the employee and the supervisor is that it is applied from the perspective of the employee. This shows the importance of effective supervision, and more so a good relationship between the employee and the supervisor for increased employee motivation.

2.1.7. Rewards

Rewarding human beings in general with money according to McShane, S. I., & Von Glinow, M. A. (2011). is among the oldest and most widely practiced applied performances. The authors add that monetary awards align goals of employees with that of the organization. According to (Phillips and Gully, 2012), pay for performance in the form of money can be one powerful motivator as it determines how people are able to satisfy most of their wants and needs. Financial rewards can be in form of individual, team or organizational rewards McShane, S. I., & Von Glinow, M. A. (2011). While McShane, S. I., & Von Glinow, M. A. (2011) acknowledge that a study on money shows that it generates varying emotions mostly negative such as depression and anxiety, they also note that many experts are of the opinion that because of its symbolic value today, money is a more important motivator than it was before.

2.2. Empirical Review

A key element affecting output, job happiness, and overall organizational effectiveness is employee motivation. Numerous empirical studies have examined the variables affecting employment motivation in a range of industries, providing insightful information that might guide National Tobacco Enterprise (Ethiopia) S.C research goals.

Examining how workers view their workplace, degree of involvement, and general job satisfaction is necessary to determine the extent of job motivation at National Tobacco Enterprise. According to Hossain, M. K., & Hossain, A. (2012), employment motivation is greatly influenced by elements like fair performance reviews, training, job stability, and excellent pay.

These elements may also have an impact on National Tobacco Enterprise employees' job motivation.

Motivated workers are more likely to be dedicated and productive, according to Ganta, V. C. (2014). Workers are more likely to go above and above performance standards if they are inspired and enthusiastic about their jobs. The degree of job motivation at National Tobacco Enterprise can be determined by surveying and interviewing staff members to learn about their opinions on motivating factors. Such studies can pinpoint areas that require work as well as those that are strong points.

Factors like task relevance and personal development that are inherent to the work itself are the source of intrinsic drive. According to Hackman, J.R., & Oldham, G.R. (1980) employers should increase work identity, task relevance and skill variety in their job designs to promote intrinsic motivation. These components give work a feeling of purpose.

The degree of decision-making autonomy granted to staff members, the importance of their work in relation to the organization's objectives, and chances for skill development are examples of intrinsic elements at National Tobacco Enterprise. A strong sense of purpose and engagement can be fostered by giving workers hard tasks, acknowledging their accomplishments and providing opportunity for skill development. Additionally, cultivating a culture that values employee input and promotes innovation.

External incentives and circumstances, like pay, benefits, job security, and recognition, are the source of extrinsic motivation. Kumar, R. (2012) asserts that to properly

encourage staff, managers must recognize and attend to their extrinsic demands. Because various employees have varied demands and preferences, this task is complicated.

The significance of elements including job security, positive relationships with superiors, and performance-based recognition was emphasized in studies by Hossain, M.S., & Hossain, T.T. (2011), and Ölçer (2005). At National Tobacco Enterprise, offering competitive pay, guaranteeing job security, and cultivating a good relationship between staff and supervisors can all greatly increase motivation.

Performance reviews are yet another important extrinsic element. According to Ruddin, Z. Z. (2005), performance reviews and feedback assist in determining an employee's areas of strength and growth, motivating them by establishing specific objectives and growth targets. By acknowledging their accomplishments and suggesting suitable training courses, a fair and open appraisal system helps inspire workers at National Tobacco Enterprise.

In industries with inherent dangers, Kuranchie-Mensah, E. B., & Amponsah-Tawiah, K. (2016) stressed the significance of adhering to health and safety regulations.

2.3. Conceptual Framework

To get research objectives Minnesota Satisfaction Questionnaire (MSQ) was used to measure and determine employee job satisfaction in National Tobacco Enterprise (Ethiopia) S.C. The Minnesota Satisfaction Questionnaire (MSQ) is applied to use the advantage of effective measurement of the intrinsic as well as the extrinsic job motivation components. Intrinsic job motivation refers to how people feel about the nature of the job tasks themselves. Extrinsic job satisfaction refers to how people feel about the task outside the work itself. In this study employees' job motivation is going to be taken as a dependent variable while intrinsic and extrinsic factors of job motivation are to be taken as independent variables.

The conceptual framework presents the repetition of reward and recognition, Relation with colleagues, Working conditions and job security, training, and development.

The following picture shows the relationship between dependent and independent variable.

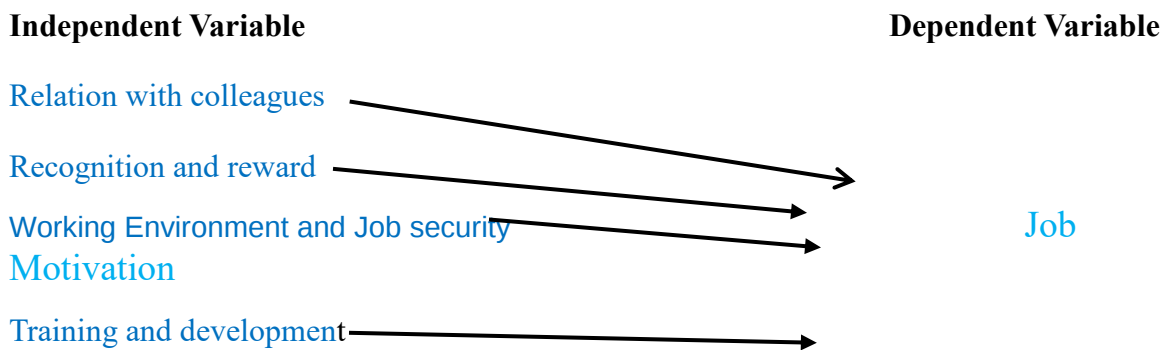


Figure 2.1 Conceptual Framework

The above conceptual framework describes the relationship between dependent variable and independent variables.

Dependent Variable is the Job Motivation of employees and it's the result of the study and Independent Variables are factors that can affect the level of Job Motivation, these are Relation with colleagues, Recognition and reward, Working Environment and Job security and Training and development.

There is a positive relationship between relation with colleagues and job motivation.

Job motivation is impacted by rewards and recognition.

Job motivation is positively impacted by job security and a positive work environment.

Job motivation has a positive relationship with training and development opportunities.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

Research design is a blueprint for conducting a study with maximum control over factors that may interface with the validity of the findings Burns, N., & Grove, S. K. (2003). Using descriptive and explanatory research design, the study looks extrinsic and intrinsic factors influencing National Tobacco Enterprise (Ethiopia) S.C employees job motivation. The variables described using a descriptive research design. The relationship between the dependent and independent variables was investigated using an explanatory research design.

3.2. Research Approach

Since the goal of this study is to explore the correlations between the research variables, a quantitative research approach is applied. Questionnaires used to perform the survey. A closed-ended questionnaire used in this study to collect quantitative data from National Tobacco Enterprise (S.C) respondents. The 5-point Likert scale (very dissatisfied, dissatisfied, neither, satisfied, and very satisfied) serve as the foundation for the questionnaire. Each question's average response calculated, and the higher the score means, the more motivated the person is to perform this part of their job.

3.3. Sources of Data

To investigate the intrinsic and extrinsic factors of job motivation and to effectively structure descriptive and explanatory research on the factors affecting employees' job motivation, this study used primary and secondary data sources. This includes demographics of the employees which aid in figuring out whether job motivation has a factor in employees. We gathered various demographic information such as years of experience, education level, gender and age.

3.3.1 Primary Data

Information gathered directly from original sources specifically for a research project is referred to as primary data. Because it is customized to answer research objectives and is frequently simpler and more current than secondary data, this kind of data is especially significant. To learn more about permanent and contract employees' opinions of job motivation, this study use closed-ended questionnaires to gather primary data from them in the office.

Surveys with closed-ended questions data gathered mostly using closed-ended questionnaires. The organization's permanent and contract staff members received these questionnaires. Because of their standardized answers, closed-ended questions are useful for data analysis and comparison. Because these questions are designed, respondents are certain to concentrate on features of job motivation. The survey included comments on a Likert scale (from strongly agree to strongly disagree) and multiple-choice questions.

Both intrinsic and extrinsic elements are covered by the categories into which the questions are divided. To prevent misunderstandings, every attempt is made to ensure that the questions are simple and easy to understand. Employees got questionnaires at their offices, and they informed about the study's objectives and guaranteed the privacy of their answers to promote participation.

3.3.2 Secondary Data

Information that has previously been collected, examined, and published by other people, organizations or institutions is referred to as secondary data. Because of its effectiveness and accessibility to the general population, this kind of data is widely used in research. Researchers frequently use secondary data to assist and enhance their work rather than original data collection, which may be expensive and time-consuming.

One advantage of using secondary data is its cost-effectiveness. The reduced cost of using secondary data is among its most important benefits. Because the data has already been collected and made available, researchers can avoid costs associated with survey design, data gathering and data processing.

Efficiency of Time Researchers can save a great deal of time by using secondary data. Researchers can access pre-existing data sets and concentrate on data analysis right away rather than developing questionnaires, conducting surveys or processing raw data. Decision-making and project completion can happen more quickly. The time saved can be used for other important parts of the research, such analyzing the findings and coming up with practical suggestions. These saved resources might be used by researchers for other crucial steps in the research process, like more in-depth data processing or sharing findings.

Wide-ranging data Coverage Compared to what a single researcher could accomplish through primary data collecting, secondary data frequently offers a more comprehensive scope. Reputable sources may provide data sets that span long time periods, various demographics, and wide geographic areas. Secondary data is especially useful for comparative analysis because of its wide coverage.

3.4. Population, Sample Size and Sampling Techniques

3.4.1 Population:

Since it specifies the group from which data will be gathered and examined, the study population is an essential component of any research project. All workers of National

Tobacco Enterprise (Ethiopia) S.C a dynamic and diverse company with a workforce involved in a range of roles and responsibilities, make up the population for this study.

Kothari, C. R. (2004). defines the "target population" as the targeted population that a study seeks to include within a particular geographic area, such as a nation, region, or town, while also taking age group and gender into account. The target population for this study is described as follows:

Geographical Scope: Employees at the main office of National Tobacco Enterprise (Ethiopia) S.C are the subject of the study. Employment Categories include Permanent Employees, those people are essential to the organization's operations and have long-term employment contracts. They frequently have more secure employment and more stable responsibilities. Contract employees are those employees hired for a project or for a set amount of time.

Demographic Factors includes age group: Workers of all ages are included in the survey, ranging from younger personnel in entry-level positions to seasoned experts in senior posts. The second demographic factor is gender to provide a thorough and equitable knowledge of motivating variables, both male and female employees are included.

3.4.2 Sample Size

Sample size determines using single population proportion formula. Total of 717 employees of National Tobacco Enterprise (Ethiopia)S.C. Yamane, T. (1967). has provided simplified formula for calculating the sample size for small and known population size. This formula is the simplified form of calculating the sample size for a population proportion. The researcher uses this formula in calculating the sample size since the subject of the study is already known which is 717 employees. The determination is also assuming 95% confidence level and 5% level of precision or significance level.

$$n = \frac{N}{\quad}$$

$$1+N(e)^2$$

N = Total population

n = required sample size

e = level of precision or
significance level.

N=717 Number of NTE employees

$$n = \frac{717}{1+717(0.05)^2}$$

$$n = \frac{717}{1+717(0.0025)}$$

$$n = \frac{717}{1+1.7925}$$

$$n = \frac{717}{2.7925}$$

$$n = 256.75 = \underline{\underline{257}}$$

Therefore, the sample size is 257 employees.

3.4.3 Sampling Techniques

A probability random sampling technique is used and the probability an individual select from the total number of samples is determined by using a simple random sampling method to distribute the questionnaires to respondents because a simple random method will give an equal chance for each employee and with probability random sampling each member of the population has an equal chance of being chosen. Each person in the population has an equal probability of getting selected when using simple random sampling.

3.5. Data Collection Methods

Instruments of data collection method depend on close ended questionnaires prepared by the Minnesota Satisfaction Questionnaire (MSQ) (Walkowiak)). Structured questionnaires use to reach a wide range of respondents to acquire information to examine and explain the relationships between variables. The survey questionnaire has two parts.

The first part contains demographic variables which indicate profile of participants of the survey: such as age, gender, marital status, education and length of service in the enterprise. The second part contains close ended questionnaires to measure the variables of this study.

The questions frame using Likert scale of measurement ranging from strongly agree to strongly disagree (Strongly agree 5, Agree 4, Neutral 3, Disagree 2 and strongly Disagree 1) and the Minnesota Satisfaction Questions rank on a five-point scale (Very dissatisfied 1, dissatisfied 2, Neither 3, satisfied 4 and very satisfied 5).

3.6. Data Analysis

At the stage of data analysis, we used inferential analysis methods this method uses to make interpretations about a set of data.

The analysis of the data enables us to examine the relationship between dependent and independent variables, and which sets of variables predict the best outcome for the job motivation. In this data was analyzed using Descriptive and Explanatory statistics. The data collected was analyzed using the Statistical Package for Social Sciences (SPSS). Because it broadly uses computer software that helps to analyze quantitative data. The demographic aspects of the respondents were analyzed by using the table.

3.7. Validity and Reliability

Ensuring validity and reliability is vital to producing reliable research findings.

I. Validity

The study of strong data collection analysis methods to ensure that the results accurately reflect the factors affecting employees job motivation in National Tobacco Enterprise (Ethiopia)S.C.

II. Reliability

According to (Carmines and Zeller, 1979), Reliability is concerned with the degree to which the measurement of a phenomenon produces stable and consistent results. Reliability is also related to repeatability. Reliability testing is important because it indicates the uniformity of measuring equipment components (Huck, 2007). A scale is said to have high internal consistency reliability if the scale items are “related to each other” and measure the same construct (Huck, 2007, Robinson, 2009). The most used method to measure internal consistency is Cronbach's Alpha. This is considered the most appropriate measure of reliability when using a Likert scale (Whitley, 2002, Robinson, 2009). Although there are no absolute rules regarding internal consistency, most agree on a minimum internal consistency coefficient of 0.70 (Whitley, 2002, Robinson, 2009). Hinton et al. (2004) proposed four reliability thresholds, including excellent reliability (above 0.90), high reliability (0.70–0.90), moderate reliability (0.50–0.70), and low reliability (below 0.50). Therefore, the reliability of the data checked by Cronbach Alpha.

Table 3.1 Reliability Test

Description	Cronbach's Alpha	No of Items
Recognition and Reward	0.801	8
Relationship with colleagues and factors relating to supervision.	0.729	4
Training and Development	0.702	4
Factors related to working conditions and job security	0.760	5
Employee motivation	0.880	4

Source researcher survey,2025

As shown in table 3.1 the Chronbach alpha confidence for each statement, the results were 0.801,0.729,0.702,0.760 and 0.880 respectively. It implies that the data was highly reliable according to Hinton (2004).

3.8. Model Specification

In this study regression analysis is used to achieve research objectives. The basic objective of using regression analysis is to make research more effective in analyzing impacts of job motivation. The basic objective of using regression analysis is to make the research more effective in analyzing impacts of relation with colleagues, recognition and reward, Working environment and Job security and Training and development on the employee's job motivation.

The main purpose of a model specification developed is for the study to determine how independent variables affect dependent variables.

$$Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \beta_4 X_{4i} + \epsilon_i$$

Where Y be the dependent variable, and the independent variables be those which explain the response ranges from X_1 to X_4 .

Where, Y= Employees job motivation

X_1 = Relation with colleagues, X_2 = Working environment and Job security, X_3 = recognition and reward, X_4 = Training and development.

3.9. Ethical Consideration

Ethical consideration is basic in conducting research. Participation in the study on a voluntary basis and participants asked for willingness before they were providing the

questionnaire. The participants also inform about the subject and benefits of the study. The subjects also ensure that their responses are used only for the purpose of the study and their personal information be kept confidential.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The primary objective of this study is to analyze Factors Affecting Employee Job Motivations in National Tobacco Enterprise (ETH) S.C. Within this chapter, particular attention is given to the presentation, analysis, and organizational interpretation of data collected from questionnaires. To effectively address the research questions, the collected data was subjected to analysis using the Statistical Package for the Social Sciences (SPSS) version 27.

4.1 Response Rate

Table 4.1 Response Rate of Respondents

Questionnaire	Frequency	Percentage
Total number of questionnaires distributed	257	100%
Total number of questionnaires returned	250	97.28%

Total number of questionnaires unreturned	7	2.72%
The total number of questionnaires rejected	---	---

Source: Researcher survey,2025

The response rate, which indicates the proportion of participants in the sample who completed and returned the survey, plays a significant role in evaluating survey effectiveness. In the scope of this study, exactly 257 questionnaires were distributed to National Tobacco Enterprise S.C . Out of the total distribution, 250 questionnaires were completed, reflecting an outstanding response rate of 97.28%. It is worth noting that 7 individuals did not return the questionnaire, and their responses are not included in the final analysis.

4.2 Demographic Characteristics of the Respondents

Table 4.2 Demographic Characteristics of the Respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	164	65.6	65.6	65.6
	Female	86	34.4	34.4	100.0
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31-40 year	80	32.0	32.1	32.1
	26-35 years	96	38.4	38.6	70.7
	41-50 years	65	26.0	26.1	96.8
	above 50 years	9	3.2	3.2	100.0
	Total	249	99.6	100.0	
marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	123	49.2	49.2	49.2
	Married	126	50.4	50.4	99.6

	Divorced	1	.4	.4	100.0
Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	7	2.8	2.8	2.8
	Degree	182	72.8	4.8	7.6
	MA-degree and above	61	24.4	72.8	80.4
work experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	2	.8	.8	.8
	4-7 years	98	39.2	39.2	40.0
	8-12 years	150	60.0	60.0	100.0
	Total	250	100.0	100.0	

Source: researcher data,2025

The demographic characteristics of the participants from the National Tobacco Enterprise tells a diverse and predominantly male workforce, with males comprising 65.6% of the total participant and females representing 34.4%. This significant gender imbalance may reflect traditional gender roles in certain industries, particularly in sectors like tobacco production and processing, which have historically been male dominated. Understanding this gender distribution is basic for targeted initiatives aimed at promoting gender equality within the company, ensuring that women have equal opportunities in both hiring and career advancement.

In terms of age distribution, the workforce is predominantly composed of younger employees, with 38.4% falling within the 26-35 years range and 32.0% aged 31-40 years. The data indicates that more than 70% of the workforce is younger than 40, suggesting that the organization may benefit from fresh perspectives and innovative ideas typically associated with younger employees. This demographic composition could present opportunities for mentorship and knowledge transfer between more experienced and younger employees, fostering a collaborative work environment that leverages the strengths of both age groups.

Regarding marital status, the statistics indicate a roughly equal split between single (49.2%) and married (50.4%) employees. This balance may reflect the enterprise's ability

to attract employees across different life stages, allowing for a mix of perspectives and approaches to work. Engaged employees in different marital statuses might have varying needs and motivations, influencing workplace policies related to work-life balance, benefits, and employee support systems. Recognizing these differences can help in designing programs aimed at enhancing job satisfaction and employee retention.

The education levels among participants show the majority with higher qualifications; specifically, 72.8% hold a degree, while 24.4% hold a master's degree or higher. These statistics show a highly skilled workforce, which can enhance productivity and innovation within the National Tobacco Enterprise. Such education levels might correlate with higher expectations regarding career development opportunities and further training, indicating that the organization should invest in continuous professional development programs.

Finally, work experience among employees bends toward more experienced individuals, with 60.0% having 8-12 years of experience and only a small fraction (0.8%) with 1-3 years. This significant proportion of seasoned employees may suggest a stable workforce, which is positive for maintaining institutional knowledge and expertise. However, it could also indicate challenges in succession planning, as a lack of younger, less experienced individuals may hinder the long-term visibility of the organization. To safeguard its future, the National Tobacco Enterprise could consider strategies to attract and develop younger employees.

4.3 Descriptive Statistics

Descriptive analysis is a type of statistical analysis that aims to summarize and describe the main features of a dataset, typically visually and quantitatively. It is the first step in data analysis, and it provides a foundation for further analysis, such as inferential statistics. For this study, Quantitative data obtained from the questionnaires were analyzed descriptively in terms of mean, overall mean, and standard deviation. All analyses were performed using the Statistical Package for the Social Sciences (SPSS) software version 27. Interpretations were made for all dimensions on a 5-point Likert scale based on: Scale: 5 =Strongly Agree; 4=Agree; 3=Medium; 2=Disagree; 1 =

Strongly Disagree. Thus, the scales were averaged and neutral “3” was taken as the reference point. That is, the average you get the same score as above 3 (neutral) if the opinion favors the given view, and below 3 (Neutral) when opinions tend to be unfavorable to a particular point of view.

Moidunny (2009) describes the interpretation of Likert scales, accordingly, in this study the essence of the interpreted data is as follows: 1.0–1.8 = Strongly Disagree, 1.81–2.6 =Disagree, 2.61–3.20 =Medium, 3.21–4.20 = Agree, 4.21–5.00 = Strongly Agree.

4.3.1 Recognition and Reward

Table 4.3 Descriptive Statistics of Recognition and Reward(N=250)

Statements	Mean	Std. Deviation
In NTE, do you believe your salary is determined by your education level and work experience?	3.67	.88
Employees in NTE are highly motivated by financial rewards.	3.77	.83
Your motivation level is affected by the NTE salary structure.	3.60	1.02
Regarding your work, your salary is sufficient.	3.83	1.02
Your motivation is impacted by the career growth and development opportunities NTE offers to its employees.	3.53	1.09
NTE’s job-related training program affects your motivation.	3.55	1.10
Non-financial rewards are an effective way to motivate employees to increase their productivity.	3.53	1.02
The fair distribution of rewards has a significant impact on employee job performance.	3.92	1.03
Grand Mean	3.68	0.87

Source: Researcher data,2025

The descriptive statistics provided in Table 4.3 capture the employees' perceptions of recognition and reward in the National Tobacco Enterprise. The mean values for various

statements range from 3.53 to 3.92, indicating a generally positive perception of the impact of salary, motivations, and reward systems. The highest means of 3.92 reflects a strong belief that fair distribution of rewards significantly impacts employee job performance. This suggests that employees value equitable recognition and consider it crucial for optimal performance. In contrast, the lowest mean of 3.53 pertains to the perception of non-financial rewards' effectiveness in boosting productivity, highlighting an area that may need further attention.

Standard deviations across the statements vary from 0.83 to 1.10, illustrating the degree of variability in employee perceptions regarding recognition and rewards. A lower standard deviation, such as 0.83 for the statement about motivation from financial rewards, indicates a more uniform agreement among employees in this domain. In contrast, the higher standard deviation of 1.10 related to the impact of job-related training programs on motivation suggests a wider range of opinions on this topic. This variability may reveal differing personal experiences or views on training within NTE, highlighting that while some employees might find training highly motivating, others may not see its effectiveness as clearly.

The grand mean of 3.68 denotes a generally favorable perception of the overall recognition and reward system within National Tobacco Enterprise, with employees feeling moderately positive about how their financial and non-financial rewards influence their motivation and job performance. However, the variation indicated by the standard deviations signals potential discrepancies in employee experiences, which could suggest a need for incentive strategies. The data overall points to a solid foundation of employee sentiment regarding recognition and rewards but also highlight opportunities for improvement in specific areas to further support motivation and job satisfaction within the organization.

4.3.2 Relationship with colleagues and factors relating to supervision.

Table 4.4 Descriptive Statistics of Relationship with colleagues and factors relating to supervision (N=250)

Stataments	Mean	Std. Deviation
My motivation is positively impacted by my NTE colleague's collaboration and teamwork.	3.78	1.17
Your line manager's continuous job feedback will have an impact on your performance level and motivation to do your job in a better way.	3.72	.97
Collaborating with others increases job motivation.	3.78	1.03
At NTE, my colleagues help me with difficult tasks.	3.61	1.04
Grand Mean	3.72	1.05

Source: researcher data,2025

The descriptive statistics presented in Table 4.4 provide an insightful overview of the relationship between employees' motivation and their interactions with colleagues and supervision within the organization, represented by a sample of 250 participants.

The first statement highlights the positive impact of colleague collaboration and teamwork on individual motivation, yielding a mean score of 3.78 with a standard deviation of 1.17. This relatively high mean indicates that employees recognize and value the importance of teamwork in enhancing their motivation. The standard deviation suggests that responses varied moderately, implying that while many agree on the positive effects of collaboration, there are some differing opinions among employees that could be influenced by personal experience or team dynamics. In the second statement, regarding the continuous feedback from line managers, the mean score of 3.72 with a standard deviation of .97 signifies strong recognition among employees of the importance of supervisory feedback in improving performance and motivation. This result suggests that most employees believe that constructive feedback contributes positively to their job performance. The smaller standard deviation indicates that responses were more consistent, reflecting a shared understanding of the critical role that management plays in fostering motivation through feedback.

The third statement, which represents that collaboration with others increases job motivation, also has a mean score of 3.78 and a standard deviation of 1.03, echoing the previous statements in reinforcing the notion that collaboration is integral to job satisfaction and motivation. As with the first statement, the high mean illustrates a general agreement, while the standard deviation indicates that there is still some variation in how employees experience collaboration, potentially influenced by their work roles or team structures. The fourth statement focuses on the support received from colleagues in handling difficult tasks, which received a slightly lower mean of 3.61 and a standard deviation of 1.04. This score suggests that while employees generally perceive their colleagues as supportive, there may be differences in experiences regarding the availability of assistance with challenging tasks. The moderate mean reflects a positive sentiment towards colleague support, yet it also implies that some employees may feel less supported than others, suggesting a potential area for improvement in fostering a culture of help and cooperation among team members.

Finally, the grand mean of 3.72 and a standard deviation of 1.05 show the overall positive perception of relationships with colleagues and the influence of supervision on employee motivation. This consolidated average indicates that, overall, employees find value in their interactions and the feedback they receive, which can be pivotal to their job performance and satisfaction. However, the variability in the responses across the statements highlights areas where the organization could further enhance collaboration and support, ensuring a more uniform experience for all employees in the workplace.

4.3.3 Training and Development

Table 4.5 Descriptive Statistics of Training and Development (N=250)

Statements	Mean	Std. Deviation
The training and development programs offered by this organization are based on a thorough assessment of individual and organizational efforts and accomplishments.	3.39	1.03

The design and delivery methods of training and development programs are engaging, relevant, and conducive to effective learning.	3.43	1.05
The organization provides adequate support and opportunities for employees to apply the knowledge and skills gained from training and development programs in their jobs.	3.61	1.01
The effectiveness of training and development programs is regularly evaluated, and feedback is used to improve future initiatives.	3.42	1.01
Grand Mean	3.46	1.02

Source: researcher data,2025

The descriptive statistics presented in Table 4.5 explains the perceptions of employees regarding the training and development programs within the organization, based on a sample of 250 respondents. Each statement is accompanied by a mean score, which indicates the average level of agreement among employees, and a standard deviation, which reflects the variability of those responses. This analysis will justify the results statement by statement.

Starting with the first statement, "The training and development programs offered by this organization are based on a thorough assessment of individual and organizational needs," the mean score of 3.39 suggests a moderate level of agreement among employees. This indicates that while a significant portion of the workforce acknowledges the organizational efforts in assessing training needs, there is likely a substantial number of employees who do not fully perceive the alignment of these programs with their personal and organizational growth. The standard deviation of 1.03 demonstrates a relatively wide range of opinions, hinting at some dissatisfaction or uncertainty regarding the adequacy of needs assessments.

As for the second statement concerning the design and delivery methods of these programs being engaging and conducive to effective learning, the mean score rises slightly to 3.43. This suggests that employees generally find the training methods to be somewhat engaging; however, the score is still below a neutral point of 4.0, indicating a

need for improvement in the relevance and engagement of the training sessions. The standard deviation of 1.05 shows that there is variability in responses, suggesting that not all employees feel equally satisfied with the methods used, pointing to potential opportunities for enhancement in program delivery.

The third statement, "The organization provides adequate support and opportunities for employees to apply the knowledge and skills gained from training and development programs in their jobs," received the highest mean score of 3.61 among the four statements. This suggests that a majority of the employees feel positive about the support provided post-training. However, a mean below the midpoint of 4.0 still indicates that improvements could be made to ensure that every employee feels adequately equipped to apply their newly acquired skills effectively. The standard deviation of 1.01 indicates a more consistent response compared to previous statements, suggesting that the majority of respondents share a similar level of agreement on this issue.

Next, the statement regarding the regular evaluation of the effectiveness of training programs "The effectiveness of training and development programs is regularly evaluated, and feedback is used to improve future initiatives" reflects a mean score of 3.42. This suggests a moderate perception of the feedback mechanisms in place. While employees acknowledge some level of evaluative practices, the mean indicates that there are concerns about the thoroughness or transparency of these evaluations. The standard deviation of 1.01 indicates a similar level of consensus among respondents, underscoring that improvements could be made to communicate how feedback is integrated into future training initiatives.

Overall, the grand mean score of 3.46 indicates a generally positive but cautiously optimistic view of training and development programs among employees. While elements of the training programs are viewed favorably, particularly in terms of support for applying skills, there are clear areas requiring attention, especially in the assessment of needs and the engagement level of training methods. These findings suggest that organizational leaders should consider conducting further evaluations to enhance the

alignment, relevance, and effectiveness of their training and development strategies to meet employee and organizational needs effectively.

4.3.4 Related to working conditions and job security

Table 4.6 Descriptive Statistics of Factors related to working conditions and job security (N=250)

Statements	Mean	Std. Deviation
I'm comfortable with my work environment.	3.73	.97
Your level of motivation is influenced by the quality of the working environment at NTE.	3.63	1.10
My work security makes me feel secure.	3.62	1.21
Employee stress levels in NTE are a direct outcome of their motivation levels at work.	3.76	.89
NTE offers adequate medical benefits.	3.56	.87
Grand Mean	3.66	1.00

Source: researcher data,2025

The descriptive statistics presented in Table 4.6 provide valuable insights into the working conditions and job security perceptions among employees at National Tobacco Enterprise. Each statement is accompanied by its mean and standard deviation, which serves to summarize the central tendency and variability of responses. Understanding these statistics is essential to grasp how employees feel about their work environment and security, ultimately informing potential areas for organizational improvement. Starting with the statement "I'm comfortable with my work environment," which has a mean of 3.73 and a standard deviation of 0.97, we see that employees generally feel positive about their surroundings. The relatively high mean indicates a favorable perception, while the standard deviation suggests that responses are somewhat varied but not excessively so. This indicates a consensus among employees that the environment is generally

comfortable, yet there remains a minority who may not feel the same way, indicating room for improvement in the work environment.

The next statement, "Your level of motivation is influenced by the quality of the working environment at National Tobacco Enterprise," has a mean of 3.63 and a standard deviation of 1.10. This suggests that employees recognize a correlation between their motivation and the quality of the work environment. The mean reflects a moderately positive view; however, the higher standard deviation indicates a wider spread of responses. Some employees may not fully agree with this statement, suggesting that further exploration into individual motivations is warranted to identify specific factors impacting on employees' motivation levels. For the statement "My work security makes me feel secure," the mean is slightly lower at 3.62 with a standard deviation of 1.21. This indicates that, on average, employees feel a decent sense of job security, but the higher standard deviation suggests significant variability in perceptions. It underscores that while many employees feel secure in their roles, others less secure concerns about job stability. Organizations should address these concerns to foster a more uniform sense of security among all employees.

The fourth statement, "Employee stress levels in NTE are a direct outcome of their motivation levels at work," shows a mean of 3.76 with a standard deviation of 0.89. This indicates a strong perception among employees that there is a relationship between their stress levels and their motivation at work. The low standard deviation suggests a consensus on this point, revealing that employees can identify motivation as a factor affecting their well-being. This insight could be beneficial for management to understand the importance of cultivating an engaging workplace environment.

In terms of benefits, the statement "NTE offers adequate medical benefits" has a mean of 3.56 and a standard deviation of 0.87. This relatively lower means suggests a slightly less favorable view of the adequacy of medical benefits compared to the other statements. The standard deviation indicates that responses are relatively clustered, but some employees

may feel that current benefits are insufficient. This could contribute to an opportunity for NTE to re-evaluate their benefits package to better meet employees' needs and expectations.

Lastly, the Grand Mean of 3.66, coupled with an overall standard deviation of 1.00, provides a summary measure of employee perceptions related to working conditions and job security. This central tendency suggests a generally positive sentiment among employees concerning their work environment and security. However, given the variability observed in individual statements, it reflects the necessity for organizations to engage with employees for more significance feedback. Addressing specific concerns can help make improvements that could further enhance overall job satisfaction and productivity at NTE.

4.3.5 Employee Motivation

Table 4.7 Descriptive Statistics of Factors Related to Employee Motivation (N=250)

Stataments	Mean	Std. Deviation
I have clear duties and responsibilities at NTE.	3.70	.79
Overall, NTE employees are driven to perform their jobs.	3.73	.88
In NTE, jobs are distributed based on the employee's academic qualifications and professional background.	3.60	.85
My personal life is not impacted by the way I behave at work.	3.76	.82
Grand Mean	3.69	0.83

Source: researcher data,2025

Table 4.7 presents descriptive statistics regarding employee motivation at NTE, highlighting several key factors that contribute to this overall motivation. With a sample size of 250 respondents, the data reveals insights through mean scores and standard deviations for four statements pertinent to motivational dynamics within the organization.

The first statement, "I have clear duties and responsibilities at NTE," has a mean score of 3.70 with a standard deviation of 0.79. This indicates that employees generally feel that their roles and responsibilities are well-defined, which is fundamental for motivation. Clear expectations allow employees to understand what is required of them, thereby fostering a sense of ownership and accountability. The relatively low standard deviation suggests that the responses were clustered close to the mean, signaling a general consensus among employees about the clarity of their responsibilities.

The second statement, "Overall, NTE employees are driven to perform their jobs," received a slightly higher mean score of 3.73 with a standard deviation of 0.88. This indicates a positive perception of the collective motivational climate within the organization. A slightly larger standard deviation implies a wider range of responses, suggesting that while many employees feel a strong drive to perform, there are variations in individual motivation levels. This variability could be influenced by personal circumstances or the work environment, indicating areas for further exploration in employee engagement strategies.

Regarding the statement, "In NTE, jobs are distributed based on the employee's academic qualifications and professional background," the mean score of 3.60 with a standard deviation of 0.85 shows a moderate level of agreement. Although there is a positive inclination towards the fairness of job distribution based on qualifications, the standard deviation implies that opinions vary among employees. This variability could point to perceptions of mismatches between qualifications and job assignments, which could adversely affect motivation levels for some individuals.

The statement "My personal life is not impacted by the way I behave at work" yielded a mean of 3.76 with a standard deviation of 0.82. This suggests that employees feel a degree of separation between their professional and personal lives. A higher mean indicates that employees perceive strong boundaries between their work behavior and personal life, which can be beneficial for maintaining well-being and job satisfaction. The standard deviation here again reveals a moderate spread in opinions, suggesting that some

employees may feel more intertwined between the two spheres, potentially impacting their motivation and performance.

Finally, the grand mean score of 3.69, coupled with a standard deviation of 0.83, generalizes the overall perspective on employee motivation at NTE. This score underscores a generally favorable stance toward various factors influencing motivation. The relatively consistent standard deviation reflects a collective sentiment that, while positive, warrants attention to diverse experiences and perceptions within the workforce. In conclusion, the descriptive statistics reveal significant insights into employee motivation, highlighting areas of strength and those that may need addressing for enhancing overall employee engagement and productivity.

4.4 Inferential Analysis

Inferential analysis in research refers to the process of making predictions, generalizations, or concluding a larger population based on findings from a sample or subset of that population. This type of analysis involves using statistical techniques to infer or deduce patterns, trends, or relationships that may exist in the data.

4.4.1 Correlation

The degree to which two variables have a direct relationship is determined by correlation. To determine whether there are relationships between the variables as well as to characterize the direction and strength of those relationships, Pearson's correlation is utilized. As per Berndt (2005), the degree of correlation between the two variables, as determined by Pearson's coefficient, ranges from -1 to +1 points, signifying the degree and direction of the association. The correlation results can be interpreted as follows: a correlation between 0 and 1 suggests a positive relationship, 0 (zero) indicates no relationship, 1 indicates a perfect positive relationship, -1 indicates a perfect negative relationship and -1 to 0 indicates the presence of a negative relationship. While the results below ± 0.61 indicate the presence of a positive or negative relationship, their strength is not high (Ogarah; 2011).

Table 4.8 Correlation

Dimensions		Employee Motivation	Relationship with colleagues and factors relating to supervision.	Training and development	Factors related to working conditions and job security	Factors related to working conditions and job security
Employee Motivation	Pearson Correlation	1	.670**			
	Sig. (2-tailed)		.000			
Relationship with colleagues and factors relating to supervision.	Pearson Correlation	.670**	1			
	Sig. (2-tailed)	.000				
Training and development	Pearson Correlation	.722**	.557**	1		
	Sig. (2-tailed)	.000	.000			
Factors related to working conditions and job security	Pearson Correlation	.802**	.603**	.499**	1	
	Sig. (2-tailed)	.000	.000	.000		
Recognition and Reward	Pearson Correlation	.686**	.547**	.533**	.591**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Researcher data,2025

As shown in Table 4.8 the correlation analysis of the dependent and independent variables, all independent variables that is employee motivation factors have a positive correlation with the dependent variable Employee motivation. As shown in Table 4.8 the person correlation coefficients for the independent variables were (0.67, 0.722, 0.802, and 0.686) respectively for Relationships with colleagues and factors relating to supervision, Training, and development, Factors related to working conditions and job security, and Recognition and Reward.

4.4.2 Regression Analysis

One or more independent variables are used in regression analysis to determine the effect on a dependent variable (Albaum, 1997). A statistical tool used to examine relationships between variables is regression analysis. Most of the time, the goal of research is to determine the causal relationship between factors. Gathering information on the underlying variables of interest and using regression to calculate the quantitative impact of the causative variables on the variable under investigation, the researcher investigates such problems. Additionally, the investigator normally evaluates the "statistical significance" of the estimated relationships or the degree to which the true relationship is believed to be closely related to the estimated relationship (Malhotra, 2007). Before performing the regression analysis, the researcher in this study attempted to test the assumptions.

4.4.3 Assumption Testing

To preserve the validity and robustness of the research's regressed result under multiple regression models, the fundamental assumptions must be met. Thus, assumption tests like multi-Co linearity, linearity, Normality, and Heteroscedasticity test have been carried out in this study.

4.4.3.1 Linearity

As stated by (Hayes, 2012) to perform a linear regression analysis, the relationship between the independent and dependent variables must be a linear function.

Consequently, as shown below in Figure 4.1, scatter plots illustrate the relationship between the two variables (IV and DV).

SPSSV-27 software was used to test the linearity of the relationship between independent and dependent variables. The residuals scatter plot shows that the points were arranged from bottom left to top right in a fairly straight line. As such, it exhibits linearity. Regression analysis relies on the fundamental premise that there is a linear relationship between the variables, meaning that the patterns formed by the points in the straight-line plot can be roughly represented by a straight line.

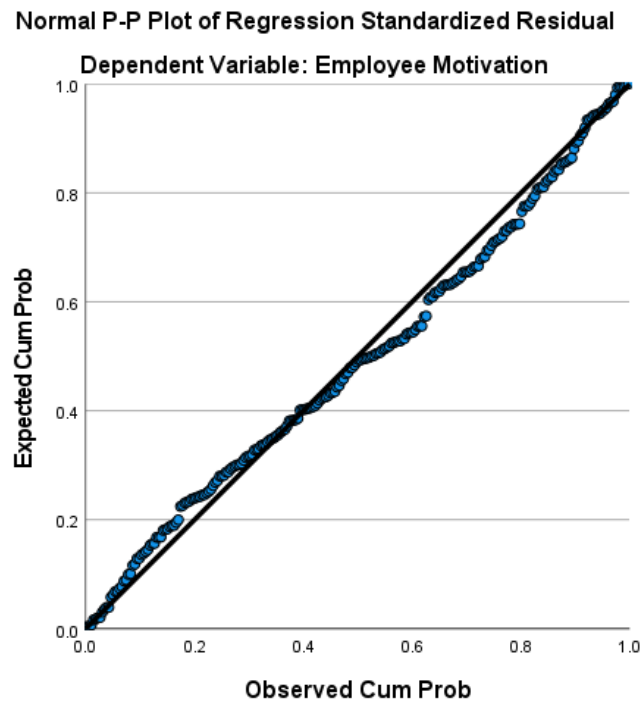


Figure 4.1 Linearity Test

4.4.3.2 Normality Test

The assumption of normality assumes whether the error terms are normally distributed or not. In a regression analysis, the normality of errors is indicated when the standardized residual becomes bell-shaped (Gujarati, 2004).

Figure 4.2 Below shows the errors are normally distributed since the Histogram result indicated bell-shaped. So we can say that the errors are approximately normally distributed.

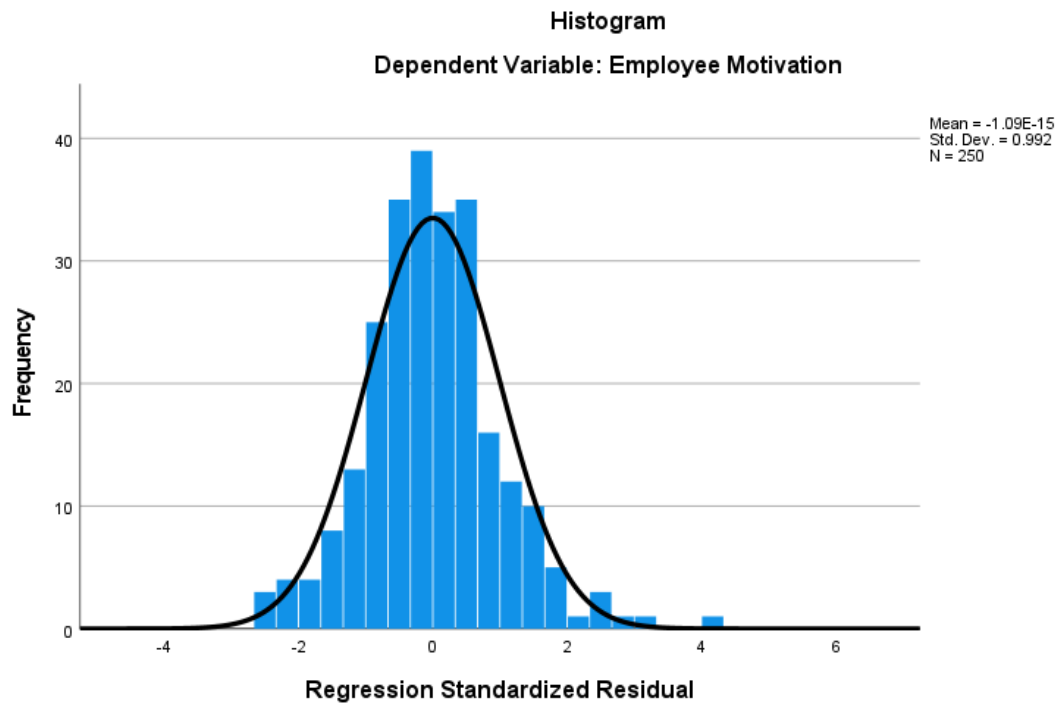


Figure 4.2 Normality Test

4.4.3.3 Multi-Co linearity

The multi collinearity test is a statistical test used to assess the degree of correlation between two or more independent variables in a regression analysis. Multi-collinearity can cause problems in regression analysis, such as inflated standard errors and unstable coefficients.

As stated by (McClelland 2017), the majority of regression software can calculate the variance inflation factor (VIF) for every variable. Generally speaking, a VIF greater than 10 points indicates issues with the multi-collinearity test. (Erik, 2014) and the values for Tolerance values below 0.1 indicate serious issues.

Variance Inflation Factor (VIF): VIF measures how much the variance of an estimated regression coefficient is increased due to collinearity. A VIF greater than 10 is often considered indicative of multi-collinearity.

Tolerance: Tolerance is the reciprocal of VIF and measures the proportion of variance in an independent variable that is not explained by other independent variables. A tolerance value less than 0.1 is considered indicative of multi-collinearity.

Table 4.9 Multi-Co Linearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Relationship with colleagues and factors relating to supervision.	.529	1.891
	Training and development	.604	1.655
	Factors related to working conditions and job security	.529	1.892
	Recognition and Reward	.553	1.808

Source: Researcher data,2025

As shown in Table 4.9 the multi-collinearity test for all independent variables, the tolerance is greater than 0.1 and the VIF is less than 10, therefore there is no multi-collinearity.

4.4.3.4 Heteroscedasticity

The heteroscedasticity test is a statistical test used to check for the presence of heteroscedasticity, which is a violation of the assumption of homoscedasticity in regression analysis. Homoscedasticity means that the variance of the errors is constant across all levels of the independent variables. Heteroscedasticity, on the other hand, occurs when the variance of the errors is not constant.

Error terms don't have a continuing variance, according to this assumption. Hypothesis testing is no longer valid or reliable if heteroscedasticity occurs because the standard least square method's estimators become inefficient and underestimate variances and standard errors. The variance of the error term that is constant across all model measures is used to test heteroscedasticity graphically or visually. This implies that, in the absence of heteroscedasticity, the data is not heteroscedastic.

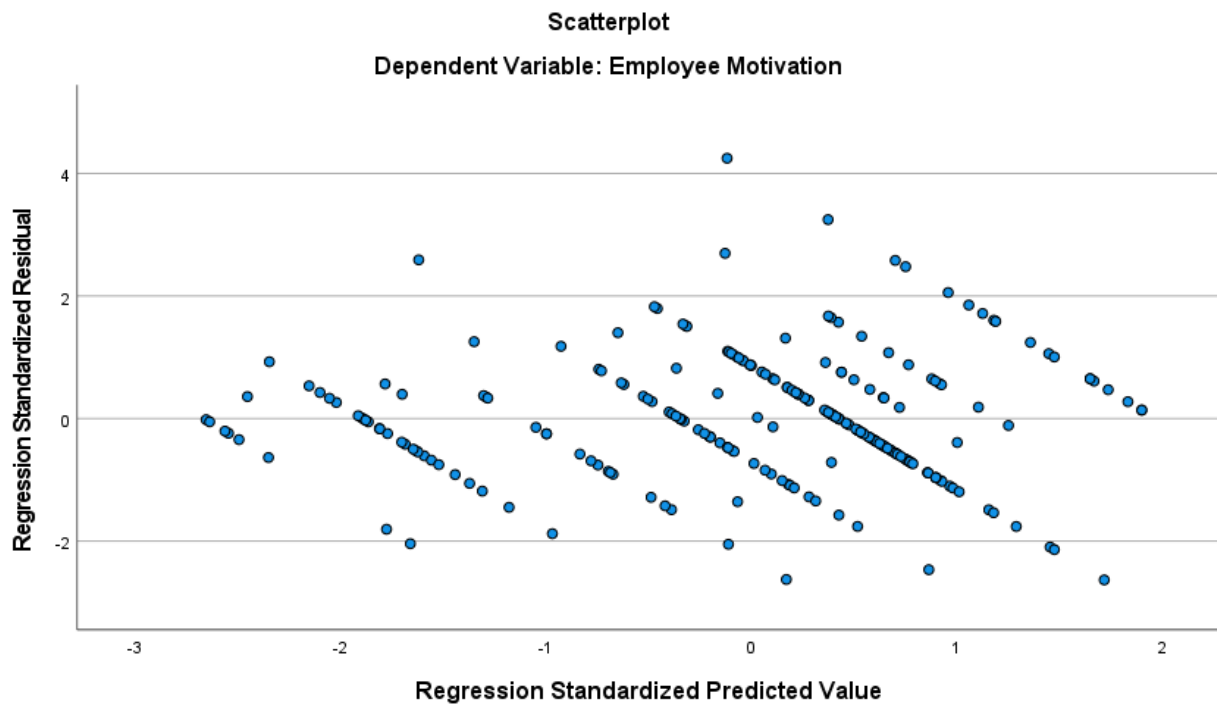


Figure 4.3 Heteroscedasticity Test

As shown in the above graph the residuals do not make regular patterns, therefore there is no heteroscedasticity.

4.4.4 Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical method used to examine the relationship between two or more independent variables and a single dependent variable. For this research, the researcher examined the relationship between independent variables and dependent variables. By analyzing the data and calculating regression coefficients, the researcher can determine the strength and direction of these relationships.

The results of the regression analysis can provide valuable insights for organizations looking to improve Employee Motivation. By understanding which factors have the greatest impact on employee motivation. Organizations can make informed decisions about how to create a more supportive and conducive work environment for their employees.

Table 4.10 Anova Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.579	4	26.145	258.266	.000 ^b
	Residual	24.802	245	.101		
	Total	129.380	249			
a. Dependent Variable: Employee Motivation						
b. Predictors: (Constant), Factors related to working conditions and job security, Training and development, Relationship with colleagues, and factors relating to supervision., Recognition and Reward						

Source: researcher data,2025

According to the above Table 4.10 the Anova Result analysis, The F-statistics that is considered as a measure of goodness of fit with the specified model, showed that it is significant at a 1% level of significance and the model formulated in the study is best fitted.

Table 4.11 Multiple Linearity Regression Analysis

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.899 ^a	.808	.805	.31817	2.064
a. Predictors: (Constant), Factors related to working conditions and job security, Training and development, Relationship with colleagues, and factors relating to supervision., Recognition and Reward					
b. Dependent Variable: Employee Motivation					

Source: researcher data,2025

Overall, Table 4.11 revealed that all independent variables accounted for 80.8 % of the contribution to employee motivation. Thus, 80.8% of the variation in employee motivation can be explained by Factors related to working conditions and job security, Training and development, Relationships with colleagues, and factors relating to supervision., Recognition and Reward. The remaining 19.2% were other factors that limit employee motivation in NTE.

R: Indicates the value of the multiple correlation coefficients between the predictors and the result, with a range from 0 to 1, a larger value indicating a larger correlation, and 1 representing an equation that completely predicts the observed value (Pedhazur, 1982). The model summary ($R=.899$) indicated that the linear combination of the four independent variables strongly predicted the dependent variable.

R Square (R^2): Indicates the proportion of variance that can be explained in the dependent variable by the linear combination of the independent variables. In other words, R^2 evaluates how much of the variability in the outcome is accounted for by the predictors. The values of R^2 also range from 0 to 1 (Pedhazur, 1982). The linear combination of independent variables or predictors“ explains 80.8% of the variance in employee motivation and the remaining 19.2% is explained by extraneous variables, which have not been included in this regression model.

Adjusted R Square (R^2): The adjusted R^2 gives some suggestion of how well the model generalizes and its value to be the same, or extremely close to the value of R^2 . That means it adjusts the value of R^2 to more correctly represent the population under study (Pedhazur, 1982). The difference for the final model is small (the difference between R^2 and Adjusted R^2 is $(0.808-0.805 = 0.003)$ which is about 0.3%. This reduction means that if the model were derived from the population rather than a sample it would account for approximately 0.3% less variance in the conclusion.

Durbin-Watson: The Durbin–Watson statistic expresses whether the supposition of independent errors is acceptable or not. As the conservative rule suggested, values less than 1 or greater than 3 should raise alarm bells (Field, 2005). So that the desired result is

when the value is closer to 2, and for this data, the value is 2.06, which is so moderate to 2 that the assumption has almost certainly been met.

4.4.5 Coefficient Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.155	.127		-1.214	.226
	Relationship with colleagues and factors relating to supervision.	.098	.035	.107	2.771	.006
	Training and development	.326	.035	.338	9.400	.000
	Factors related to working conditions and job security	.463	.038	.469	12.191	.000
	Factors Recognition and Rewards	.188	.042	.169	4.506	.000
a. Dependent Variable: Employee Motivation						

Source: researcher data,2025

The marked column B is the value for the intercept (a) in the regression equation on the first row, labeled (constant). The numbers below the column “beta” are the values for the regression coefficients for Relationships with colleagues and factors relating to supervision, Training, and development, Factors related to working conditions and job security, and Factors Recognition and Rewards. In the multiple regressions, the standardized regression coefficient Beta (β) is useful, because it permits us to contrast the relative strength of each independent variable's effect on the dependent variable (Pedhazur, 1982). Table 4. 12 presents the result of the regression analysis; the result of regression analysis is based on the independent variable and employee motivation measures as the dependent variable. According to the regression analysis shown in the above table, employee motivation is affected by Relationships with colleagues and

supervision, Training, and development, Factors related to working conditions and job security, and Factors of Recognition and Rewards 0.107,0.338,0.469 and 0.169 respectively.

Based on these results, the regression equation that predicts the Factors Affecting Employee's Job Motivation was:

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + E$$

Where Y=Employee Motivation

X_1 =Relationships with colleagues and supervision

X_2 = Training, and development

X_3 = Working conditions and job security

X_4 =Recognition and Rewards

$$Y = -0.155 + 0.107X_1 + 0.338X_2 + 0.469X_3 + 0.169X_4$$

4.5 Discussion of the Result

The regression analysis presented examines the factors affecting employee motivation, highlighting the influence of relationships with colleagues, supervision quality, training and development opportunities, working conditions, job security, and recognition and rewards. Understanding these factors is crucial for organizations to enhance employee motivation, which in turn can lead to increased productivity and job satisfaction (Robinson & Judge, 2013). This analysis provides not only insights into the relative importance of these factors but also a quantitative framework for organizations to implement improvement strategies.

The regression results show that relationships with colleagues and supervision ($\beta = 0.107$) positively influence employee motivation. A supportive work environment fosters collaboration and a sense of belonging, pivotal for motivation (Bakker et al., 2014). When employees feel that their relationships with colleagues are positive and that they

have supportive supervisors, their motivation levels tend to rise. This underscores the importance of organizational culture and leadership style in shaping motivational dynamics, suggesting that leaders should prioritize building strong, supportive relationships within teams.

Training and development emerge as a significant predictor of employee motivation, with a coefficient of $\beta = 0.338$. Organizations that invest in employee development not only provide skills training but also signal a commitment to their employees' growth (Noe, 2017). This investment can lead to a heightened sense of loyalty and motivation among employees, who may feel valued and equipped to contribute more effectively to their roles. Therefore, organizations should prioritize continuous learning and development programs as a strategic approach to enhance motivation.

The analysis indicates that factors related to working conditions and job security ($\beta = 0.469$) have the most substantial positive effect on employee motivation. Poor working conditions can lead to dissatisfaction, while job security reassures employees and fosters a stable work environment (Kahn, 2020). Organizations must ensure they provide a safe and conducive working environment. Furthermore, establishing clear communication channels regarding job security can alleviate employee anxieties, thereby enhancing motivation and commitment.

Finally, recognition and rewards also contribute notably to employee motivation ($\beta = 0.169$). Recognizing employee efforts and rewarding achievements are strongly linked to increased motivation levels (Deci & Ryan, 2020). Organizations that implement effective recognition programs foster an atmosphere of appreciation, which can enhance employee morale and motivation. Therefore, management must develop comprehensive recognition strategies that include both informal and formal acknowledgment of employee contributions.

CHAPTER FIVE

FINDING SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1 Summary of Major Finding

Descriptive statistics provide a comprehensive overview of employee perceptions regarding various factors influencing motivation at the National Tobacco Enterprise (NTE), based on a sample of 250 respondents. Analyses of responses show generally positive view towards recognition and reward, relationships with colleagues and supervision, training and development, working conditions and job security, and employee motivation, with grand means ranging from 3.46 to 3.72, indicating moderate to favorable views. Notably, while employees recognized the importance of fair reward distribution and collaboration, areas such as the effectiveness of training programs and the adequacy of benefits showed potential for improvement. Overall, the findings suggest a solid foundation of employee satisfaction but also highlight specific areas where targeted enhancements could further increase motivation and engagement within the organization.

The correlation analysis of the dependent and independent variables, all independent variables that is employee motivation factors have a positive correlation with the dependent variable Employee motivation. The person correlation coefficients for the independent variables were (0.67, 0.722, 0.802, and 0.686) respectively for Relationships with colleagues and factors relating to supervision, Training, and development, Factors related to working conditions and job security, and Recognition and Reward.

The multiple linear regression analysis revealed that factors related to working conditions and job security, training and development, relationships with colleagues, and recognition and rewards accounted for 80.8% of the variation in employee motivation, as indicated by an R^2 value of 0.808. The model's strong predictive capability is supported by an R value of 0.899, while the adjusted R^2 suggests minor adjustments for population representation (0.805). The Durbin-Watson statistics of 2.064 indicate acceptable

independence of errors. The regression coefficients indicate that factors such as training and development ($\beta=0.338$) and working conditions ($\beta=0.469$) have the most significant effects on employee motivation, followed by relationships with colleagues and supervision ($\beta=0.107$) and recognition and rewards ($\beta=0.169$).

5.2 Conclusion

The analysis of employee perceptions at the National Tobacco Enterprise (NTE) shows a generally positive outlook on various motivational factors, including relationships with colleagues, supervision, training and development, and recognition and rewards. With grand means indicating moderate to favorable views, employee's express satisfaction with aspects of their work environment. However, variability in individual experiences concerning training effectiveness and benefits highlights opportunities for improvement. Addressing these areas could increase an even more supportive atmosphere for employee motivation and engagement.

Furthermore, the correlation and multiple linear regression analyses illustrate a strong relationship between the identified independent variables and employee motivation, with a significant amount of variation accounted for by working conditions, training and development, and peer relationships. The high R^2 value underscores the model's strongness while the regression coefficients emphasize the impactful role of training and working conditions. This suggests that strategic investments in these areas can significantly enhance overall employee motivation, leading to a more committed and productive workforce at NTE. By prioritizing these factors, the organization can not only increase employee satisfaction but also improve its overall performance and effectiveness in a competitive market.

5.3 Recommendations

Based on the findings and conclusions outlined in the analysis of employee perceptions at the National Tobacco Enterprise (NTE), here are five recommendations to enhance employee motivation and engagement:

- Enhance Training and Development Programs: With training and development emerging as a key factor influencing employee motivation, NTE should evaluate and improve its current training initiatives. This could involve investing in more diverse and tailored learning opportunities that provide to employees' specific roles and career aspirations, as well as fostering a culture that encourages continuous professional growth and skill development.
- Improve Recognition and Rewards Systems: Although there is appreciation for recognition and reward, the variability suggests that the current systems may not be adequate by all employees. NTE should consider implementing more structured and transparent recognition programs that acknowledge both individual and team contributions, ensuring that rewards are aligned with performance and are meaningful to employees.
- Focus on Working Conditions: Given the significant impact of working conditions on employee motivation, NTE should assess and enhance the physical and psychological work environment. This can include ensuring safe workplaces, improving resources and technology, and fostering a positive company culture where employees feel valued and respected.
- Promote Team Collaboration and Supportive Supervision: Encouraging stronger relationships among colleagues and enhancing supervisory practices can contribute to improved motivation. NTE should implement team-building activities, mentorship programs, and leadership training for supervisors to strengthen interpersonal relations and create a more supportive atmosphere that encourages collaboration.

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QUESTIONNAIRE

Dear Respondents,

My name is Adonite Alehegn, a graduate MBA student at St. Mary's University, School of Business. You are kindly requested to fill out the required data in the questionnaire. It should take a few minutes to complete the following questionnaire. This questionnaire aims to facilitate the collection of data for the research on “**Factors Affecting Employees Job Motivation in National Tobacco Enterprise (ETH) S.C.**” The information that you fill-out will remain confidential for the partial fulfillment of Master of Business Administration. I kindly request you to fill-out reliable information. If you have any questions or comments, please contact me using the following address Tel: 0936660783, email address- alehegnadonite@gmail.com.

N.B: You don't need to write your name.

PART I:

Instruction: Please put tick [✓] inside the box for an alternative you think is right.

1. Gender: Male ☐ Female ☐

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

3. Marital Status

 Single ☐ Married ☐ Divorced ☐ Widowed ☐

4. Educational background:

Diploma ☐ Under-graduate ☐ MA-Degree and above ☐

5. Category:

Associate ☐ Specialist ☐ Supervisor ☐ Manager ☐

6. How many years have you worked in this organization?

1-3 years ☐ 4-7 years ☐ 8-12 years ☐ Above 12 years ☐

Part II: Respondents' opinion related to Factors Affecting Employee Job motivation in National Tobacco Enterprise (ETH) S.C.

Instruction: Indicate the degree of your agreement with respect to each of the following statements by marking tick (✓) in the appropriate column to the right side where:

1= Strongly Disagree (SD)

2= Disagree (D)

3= Neutral (N)

4= Agree (A) and

5= Strongly Agree (SA)

No	Recognitions and Reward	Rating Scale				
		1	2	3	4	5
1	Financial Aspects					
1.1	In NTE, do you believe your salary is based on education level and work experience?					
1.2	Do you think employees in NTE are highly motivated by financial rewards?					
1.3	Do you think your motivation level is affected by NTE salary structure?					
1.4	Do you think that in relation to what you perform, your salary payment is enough?					
2	Non-financial Aspects					
2.1	Your motivation is impacted by the career growth and development opportunities NTE offers to its employees.					
2.2	Do you think NTE's job-related training program has an effect on your motivation?					
2.3	Do you think non-financial rewards are a good way to motivate employees to increase their output.					
2.4	The fair distribution of rewards has a significant impact on employee job performance.					
3	Relationship with colleagues and factors relating to supervision.					
3.1	My motivation is positively impacted by NTE colleague's collaboration and teamwork.					
3.2	Your line manager's continuous job feedback will have an impact on your performance level and motivation to do your job in a better way.					
3.3	Do you think collaborating with others increases job motivation?					
3.4	At NTE, my colleagues help me with difficult tasks.					
4	Training and development					
4.1	Do you think the training and development programs offered by this					

	organization are clearly based on a thorough assessment of individual and organizational needs.					
4.2	Do you think the design and delivery methods of training and development programs are engaging, relevant, and conducive to effective learning.					
4.3	The organization provides adequate support and opportunities for employees to apply the knowledge and skills gained from training and development programs in their jobs.					
4.4	The effectiveness of training and development programs is regularly evaluated, and feedback is used to improve future initiatives.					
5	Factors related to working conditions and job security					
5.1	I'm comfortable with my work environment.					
5.2	Your level of motivation is influenced by the quality of the working environment at NTE.					
5.3	Do you think your work security makes you feel secure?					
5.4	Employee stress levels in NTE are a direct outcome of their motivation levels at work?					
5.5	NTE offers adequate medical benefits?					
6	Overall Employee Motivation					
6.1	Do you have clear duties and responsibilities at NTE?					
6.2	Overall, NTE employees are driven to perform their jobs?					
6.3	In NTE, jobs are distributed based on the employee's academic qualifications and professional background?					
6.4	My personal life is not impacted by the way I behave at work.					

