



**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF THE PRACTICES AND CHALLENGES  
OF EMPLOYEES' MOTIVATION AT DASHEN BANK S.C**

**By  
TSEGA GEBREMARIAM**

**JUNE 2018  
SMU  
ADDIS ABABA**

**ASSESSMENT OF THE PRACTICES AND CHALLENGES  
OF EMPLOYEES MOTIVATION AT DASHEN BANK S.C**

**BY  
TSEGA GEBREMARIAM**

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

**JUNE 2018  
SMU  
ADDIS ABABA, ETHIOPIA**

**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF THE PRACTICES AND CHALLENGES  
OF EMPLOYEES' MOTIVATION AT DASHEN BANK S.C**

**By  
TSEGA GEBREMARIAM**

**APPROVED BY BOARD OF EXAMINERS**

\_\_\_\_\_  
**Dean, Graduate Studies**

\_\_\_\_\_  
**Signature & Date**

\_\_\_\_\_  
**Advisor**

\_\_\_\_\_  
**Signature & Date**

\_\_\_\_\_  
**External Examiner**

\_\_\_\_\_  
**Signature & Date**

\_\_\_\_\_  
**Internal Examiner**

\_\_\_\_\_  
**Signature & Date**

## Table of Contents

Table of Contents .....	i
ACKNOWLEDGEMENTS .....	iii
LIST OF ABBREVIATION.....	iv
List of Table .....	v
List of Figures.....	v
<i>ABSTRACT</i> .....	vi
CHAPTER ONE: INTRODUCTION .....	1
1.1    Background of the Study .....	1
1.2    Background of the Organization.....	3
1.3    Statement of Problem .....	3
1.4    Basic Research Questions.....	4
1.5    Objectives of the Study.....	5
1.6    Significance of the Study.....	5
1.7    Scope of the Study.....	6
1.8    Definition of Terms .....	6
1.9    Organization of the Paper .....	7
CHAPTER TWO: REVIEW OF RELATED LITERATURE .....	8
2.1    Introduction .....	8
2.2    The Concept of Motivation.....	8
2.3    Theoretical review .....	11
2.3.1    Herzberg’s Two Factor Theory .....	11
2.3.2    Maslow’s Need Hierarchy Theory .....	14
2.4    Motivational Factors.....	15
2.5    Factors Affecting Motivation Strategies.....	18
2.5.1    Factors Affecting Workplace Motivation.....	19
2.5.2    Working Conditions and Motivation of Staff.....	19
2.6    Challenges of Motivating the People.....	20
2.7    Empirical studies on work motivation .....	21

2.8 Conceptual Framework .....	22
<b>CHAPTER THREE:RESEARCH DESIGN AND METHODOLOGY.....</b>	<b>24</b>
3.1 Introduction .....	24
3.2 Research Design and Approaches.....	24
3.3 Population, Sample Size and Sampling Techniques .....	24
3.3.1 Population of the study .....	25
3.3.2 Sample Size .....	25
3.3.3 Sampling Technique and Sampling frame .....	26
3.3 Source of Data and Data Collection Tools .....	27
3.4 Data Analysis Method .....	27
3.5 Ethical Considerations .....	28
3.6 Validity and Reliability.....	28
3.6.2 Validity.....	28
3.6.3 Reliability .....	28
<b>CHAPTER FOUR: DATA PRESENTATION ANALYSIS AND INTERPRETATION .....</b>	<b>30</b>
4.1 Introduction .....	30
4.2 Demographic Characteristics of the Respondents .....	30
4.3 Analysis of Collected Data .....	32
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>48</b>
5.1 INTRODUCTION.....	48
5.2 SUMMARY OF FINDINGS.....	48
5.3 CONCLUSION .....	50
5.4 RECOMMENDATIONS.....	50
<b>REFERENCES .....</b>	<b>1</b>
<b>APPENDIX .....</b>	<b>1</b>
<b>QUESTIONNAIRE.....</b>	<b>1</b>
<b>STATEMENT OF DECLARATION.....</b>	<b>i</b>
<b>ENDORSEMENT .....</b>	<b>ii</b>

## **ACKNOWLEDGEMENTS**

My sincere thanks go to the almighty God for giving me the courage, inspiration and wisdom required for the successful accomplishment of this thesis.

I wish to express my deepest gratitude to my advisor, Asst. Professor Shoa Jemal for his thoughtful guidance, encouragement and helpful advices during the whole process of research development to write-up.

My special and deepest gratitude goes to my parents because their persistent love and unlimited support during my undergraduate studies provided me the foundation for accomplishing my study.

My special and heartfelt thanks go to my beloved husband Ato Meried Haile. Nothing was possible without you my dear. His continuous support and unreserved understanding gave me potency. His advice and encouragement was immeasurable that I have no words to express. I always love you my dear. And my greatest gratitude goes to my charming kids, Michael and Muse I always love you my dear sons.

I am also very thankful to Staffs of Dashen Bank S.C for their cooperation and genuine response during the survey and Human Resource Department team for their support.

Finally, I would like to express my deepest gratitude to Ato Tesfaye G/Hana for his assistance and encouragement. And I am also highly indebt to all my friends and colleagues for their usual encouragement, advice and support.

## **LIST OF ABBREVIATION**

**DB:** DASHEN BANK

**S.C:** SHARE COMPANY

**SPSS:** STATISTICAL PACKAGE FOR SOCIAL SCIENCE

## List of Table

Table 3.1. Sample Determination Table .....	25
Table 3.2. Sample Size of each stratum.....	27
Table 3.3. Cronbach’s Alpha Reliability Analysis .....	29
Table: 4.1. Frequency Distributions of Demographic Characteristics.....	31
Table: 4.2. Descriptive Statistics for the practice of Salary .....	33
Table: 4.3. Descriptive Statistics for the Practice of Benefit.....	35
Table: 4.4. Descriptive Statistics for the practice of working condition.....	38
Table: 4.5. Descriptive Statistics for the practice of work content.....	40
Table: 4.6. Descriptive Statistics for the practice of supervisor relation.....	42
Table: 4.7. Descriptive Statistics for the practice of co-worker relation.....	44
Table: 4.8. Descriptive Statistics for Challenges Related Motivational Factors .....	45
Table: 4.9. Descriptive Statistics for the most influential motivational factors.....	47

## List of Figures

<b>Figure 1 Herzberg’s Two Factor Theory.....</b>	<b>14</b>
<b>Figure 2 Maslow’s Hierarchy of Needs .....</b>	<b>15</b>



## **ABSTRACT**

*The purpose of the study was to assess the practices and challenges of employees' motivation at Dashen Bank S.C. The data were gathered from West Addis Ababa District branches clearly looking on the practices of extrinsic motivational factor like salary, benefit, work content, working condition, supervisor's relation; co-workers relation and try to look why employees were emotive. A questionnaire survey was undertaken among 125 employees of the bank out of which 120 usable questionnaires were collected and the data analysis was made based on the valid 120 (96%) questionnaires completed by the employees' of the bank. And to analyze their perceptions regarding extrinsic motivational factors closed ended questions were used, particularly to reflect views of the employees with regard to motivation at Dashen Bank S.C. Descriptive research design with 5 levels Liker scale was used to measure variables of study. Data was analyzed through descriptive statistics, percentage and frequency using SPSS Version 20.0 software. The result from the survey shows that majority of the bank staffs were not happy by the motivational factors like Salary, Benefit and Working Condition, Work Content and supervisor relation but relatively satisfied by the relation with co-workers. On other side the ranking orders as respondents choice of the most influential factors from the list, salary is the highest significant factor for employee motivation followed by benefit, work content, working condition, relation with supervisor and relation with co-worker relation have the least motivational factors respectively. Dashen Bank S.C should focus its attention in adjusting the Salary and Benefit packages; improving the work condition of staffs and creating good relation with supervisors by giving adequate training to the supervisor and periodic revision of salary & benefit schemes based on marker assessment is recommended.*

**Key words:** *Motivation, Salary, Benefit, Working Condition, Supervisor Relation*

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

In today's complex and dynamics world, organizations play a critical role in motivating human power. Organizations of any kind whether manufacturing or service giving organizations have come to the understanding that human beings are the most valuable factors. Therefore, human beings' significant role in the achievement of organizational goals cannot be ignored.

Motivation has been defined as the individual's internal process that energizes, directs and sustains behavior. In other words, motivation is the force that causes people to behave in a particular way, whether positive or negative. A very important aspect associated with motivation is the employee's morale, which is the attitude or feeling about the job, about superiors and about the firm itself. This means that an employee with a high morale will be more dedicated and loyal to the job. High moral of the employee results from different positive aspects to the job and the firm, for example, being recognized in the workplace and being financially secured. In short, motivation is the process of providing reasons for people to work in the best interests of the organization (Laurie, 2007).

Well motivated employees are more productive and creative towards achieving organizational goals, than less motivated employees. Less motivated employees are less performing and tend to divert from attaining organizational goals. Motivation as incentive systems are fundamental to developing capacities and to translating developed capacities into better performance. The initiative to provide financial and non-financial rewards to people and groups who develop innovative ideas is important for organizations. But it is equally vital to avoid punishing creativity when it does not result in highly successful innovation (Griffin, 2006).

It is a fact that success in every organization depends on the quality of its human resources both skilled and unskilled labour which is perhaps the most intangible aspect of the organization. All these things plants, machinery and financing cannot generate income without manpower. Studies have shown that in today's competitive business environment, success is increasingly a function of effective human resources management. It is therefore necessary to have a workforce that is motivated to yield high performance and productivity towards achieving the organizational goals and objectives.

The service industry is one of the major contributors of Gross Domestic Product (GDP) and the socio-economic development of the country. Delivering quality service to their valuable customers is very important since the business continuities highly depends on loyal customers.

The banking industry is in need of employees that are both satisfied and motivated, without them, customer satisfaction level would also be affected. Interpersonal relationships established between bank personnel and the customers are a big driving force behind ensuring that a customer is satisfied or dissatisfied. Add that the relationship established between the employees and the customers may lead to an increase in values perception with regards to the bank's products and services. When a high perception of value is achieved, then it is also highly likely that the customer will be satisfied, thereby bringing in more business for the bank.

Irrespective of the industry within which an organization operates, the concept of motivation cannot be looked down upon. With this regard banking being a service industry and therefore having direct contact with customers, the presence or absence of employees' motivation can have immediate telling effect on the customer (thus either delighting the customer or otherwise) which eventually results in customer retention and profitability .

## **1.2 Background of the Organization**

Dashen Bank S.C. is a privately owned company established in 1995 as in accordance with the “Licensing and Supervision of Banking Business” Proclamation No. 84/1994, now suspended by Proclamation No. 592/2008, “A Proclamation to Provide for Banking Business” to undertake commercial banking activities. The Bank obtained its license from the National Bank of Ethiopia (NBE) on 20th September 1995 and started normal business activities on the 1st January 1996.

The first founding members were 11 businessmen and professional that agreed to combine their financial resources and expertise to form this new private bank.

Dashen Bank S.C. is established with a vision of “In as much as mount Dashen excels all other mountains in Ethiopia, Dashen Bank continues to prove unparalleled in the banking services.” Likewise it has a mission of “Providing efficient and customer focused domestic and international banking services, overcoming the continuous challenges for excellence the application of appropriate technology”.

Currently Dashen Bank has over 340 branches throughout the country with 7,297 employees. Dashen Bank is one of the private banks in Ethiopia that contribute lot to the socio-economic development of the country through creation of employment opportunity and the bank had extended financial support to collective efforts mainly in the areas of education, health, social welfare and culture. (Dashen Bank Annual Report 2017).

## **1.3 Statement of Problem**

Human resources need to be treated with great care, since they are a special resource that needs to be given special managerial attention and time. (Storey, 2013). Therefore, study in this area are useful resource in helping organizations identify and maximize on ways to motivate employees whilst mitigating employee turnover and under-performance (Steers and Porter, 2011).

Motivated employees are more productive, more efficient and more willing to work towards organizational goals than the employees who are experiencing low levels of motivation. The central purpose of reward is to motivate and retain the current employee and attract qualified employee (Derek, T., et al. 2008).

Motivating employees is one of the critical responsibilities of managers and human resource management in the organizations (Singh, 2002). Hence, to improve employees' efficiency applying appropriate motivational practices are very important to keep employees motivated in the study bank.

The researcher had a chance to observe the problems stated below while undertaking a preliminary survey on 15 employees on the bank concerning the practices and challenges of employees' motivation at Dashen Bank S.C.

The result from the survey shows that employees of the bank not satisfied by their salary, benefits, work conditions and also observed the employees' works under pressure with old office equipment (computers, chairs, cash counting machines) all those factors make the staff unhappy.

These observations and results from the preliminary survey derived the researcher to conduct a research in a wider range and more detailed manner, to assess the practices and challenges of employees' motivation at Dashen Bank S.C.

#### **1.4 Basic Research Questions**

This study was undertaken to assess the practices and challenges of employees' motivation at Dashen Bank S.C

1. What is the perception of employees towards the extrinsic motivational practices at Dashen Bank S.C?
2. Which types of extrinsic motivational practices are the most influential to motive employees of the bank?
3. What are the obstacles that keep DB employees emotive and hold back them to contribute their most effort to their bank?

## **1.5 Objectives of the Study**

### **1.5.1 The General Objective of the Study**

The general objective of the study was to assess the practices and challenges of employees' motivation at Dashen Bank S.C and to address the specific statements described below.

### **1.5.2 Specific Objectives of the Study**

1. To measure the perception of employees towards the extrinsic motivational practices in Dashen Bank S.C.
2. To determine which types of extrinsic motivational practices are the most influential to motivate employees of the bank.
3. To identify the obstacles that keep the employees unmotivated and hold back them to contribute their most effort to their bank.

## **1.6 Significance of the Study**

The aim of this study was to investigate the practices and challenges of employees' motivation at Dashen Bank S.C. and making a concrete strategic device to keep their employees and also make them happy both at home and at work.

To help the employees to render good and quality service to their valued customers. The customers will remain loyal to the company since they render good and quality service. And also helps the management of the bank to understand the importance of motivation and how it could be effectively delivered to the employee to improve their productivity for Dashen Bank S.C.

## 1.7 Scope of the Study

Due to time and other constraints, the scope of the study was delimited in three categories namely, geographically, conceptually and methodologically.

Dashen Bank have twelve districts over the country from those districts four of them located in Addis Ababa and named (North, South, West & East) districts due to the homogeneous nature of the districts of the bank in their human resources management and the standardization of the benefit package throughout the whole branch of the bank, the researcher purposively selected West Addis Ababa district from the four districts located in Addis Ababa because west district is near to my office and I can collect data easily.

There are two types of motivational factors that are intrinsic and extrinsic motivational factors but the researcher focused on extrinsic motivational factors like salary, benefits, working conditions, work content, co-worker relation and supervisor relation.

This study included permanent employees under job categories of clerical staffs and line management, who have more than one year's work experience at Dashen Bank because the researcher assume to get valuable, and reliable data to the study.

## 1.8 Definition of Terms

**Motivation** – is concerned with the power and direction of performance and the Factors that influence people to behave in certain ways (Armstrong, 2010)

**Extrinsic motivation:** arises when management provides such rewards as increased pay, praise, or promotion (Herzberg ,1957).

- **Salary:-** pay in terms of hourly wage, a rate of wage for each unit produced, known as piece work rate or rate of wage per month or year Bratton, J. and J. Gold (2007).
- **Employee Benefits:-** Financial and non-financial other than base pay one receive for services rendered to employers. (Milkovich , Newman & Ratnam ,2009).
- **Work Content:-** The nature and variety of jobs one perform (Mottaz,1985).

- **Working condition:**-free from accident and hazard, necessary equipment and supplies, relationship with supervisor and colleagues, suitable channel and fairly distributed job (Armstrong, 2010).
- **Supervision:**- The relationships an employee do have with his/her manager or supervisor. It refers to the characteristics and quality of leadership.(Armstrong & Mulris, 2004).

## **1.9 Organization of the Paper**

The study presented in five chapters. The first chapter contains background of the study, statement of the problem, basic research questions and objectives of the study, scope of the study, significance of the study and definition of terms,. The second chapter which deals with previous studies and literatures relevant to the study and it also includes theoretical and empirical evidences related to the study. The third chapter discussed about the type and design of the research paper, analysis of participants of the study, the sources of the data, the data collection tools or instruments employed, the procedures of data collection and the methods of data analysis used was described. The forth chapter deal with data analysis and interpretation. It has summarizes the results or findings of the study and it also interprets and discuss the findings using literature review. The last chapter presents the summary of findings, conclusions and possible recommendations.



## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Introduction**

This chapter reviews literature for the study. It discusses on the, concept of motivation, type of motivation, theoretical review, factors affecting motivation strategies, factors affecting motivation at the workplace and empirical studies.

#### **2.2 The Concept of Motivation**

Armstrong (2010), describes motivation as the force that energizes, directs and sustains behavior. Motivation theory explains how motivation works and the factors that determine its strength. It deals with how money and other types of rewards affect the motivation to work and level of performance.

The word motivation has been derived from motive which means any idea, need or emotion that prompt a man into action. Whatever may be the behavior of man, there is some stimulus behind it. Stimulus is dependent upon the motive of the person concern. Motive can be known by studying a person's needs and desires.

There is no universal theory that can explain the factors influencing motives which control mans behavior at any particular point in time. In general, the different motives operate at different times among different people and influence their behaviors. The process of motivation studies the motives of individuals which cause different type of behavior.

According to Antonioni (1999), "the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes. It can be observed from the above definitions that, motivation in general, is more or less basically concern with factors or events that leads and drives certain human action or inaction over a given period of time given the prevailing conditions.

### **2.2.1 Types of motivation**

Motivation is divided by Armstrong (2007) at work can take place in intrinsic motivation and extrinsic motivation.

#### **1. Intrinsic motivation**

Intrinsic motivation can arise from the self-generated factors that influence people's behavior. It is not created by external incentives. It can take the form of motivation by the work itself when individuals feel that their work is important, interesting and challenging and provides them with a reasonable degree of autonomy (freedom to act), opportunities to achieve and advance, and scope to use and develop their skills and abilities.

Intrinsic motivation is derived from the content of the job. It is self-generated because the people seek the type of work that satisfies them, but the employer can enhance through empowerment, development and job design policies and practices. The factors affecting intrinsic motivation consist of responsibility, freedom to act, capacity to use and develop skills and abilities, interesting and challenging work and opportunities for advancement. The intrinsic motivators, which are concerned with the quality of working life and life balance therefore, a deeper and longer-term effect because not imposed from outside and may be encouraged by the organization.

Intrinsic motivation is the self-desire to seek out new things and new challenges, to analyze one's capacity, to observe and to gain knowledge. It is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on external pressures or a desire for reward. The phenomenon of intrinsic motivation was first acknowledged within experimental studies of animal behavior. In these studies, it was evident that the organisms would engage in playful and curiosity driven behaviours in the absence of reward. Intrinsic motivation is a natural motivational tendency and is a critical element in cognitive, social, and physical development.

## **2. Extrinsic motivation**

Extrinsic motivation, on the other hand, is external to the job itself. An extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job (Armstrong & Murlis, 2007).

Extrinsic motivation is done to and for people to motivate them. It arises when management provides by increased pay, praise, or promotion. The extrinsic motivators can have an immediate and powerful effect, but this will not necessarily last for long.

Extrinsic motivation refers to the performance of an activity in order to attain a desired outcome and it is the opposite of intrinsic motivation. Extrinsic motivation comes from influences outside of the individual. In extrinsic motivation, the harder question to answer is where do people get the motivation to carry out and continue to push with persistence. Usually extrinsic motivation is used to attain outcomes that a person wouldn't get from intrinsic motivation. Common extrinsic motivations are rewards (for example money or grades) for showing the desired behavior, and the threat of punishment following misbehavior. Competition is an extrinsic motivator because it encourages the performer to win and to beat others, not simply to enjoy the intrinsic rewards of the activity. A cheering crowd and the desire to win a trophy are also extrinsic incentives.

Social psychological research has indicated that extrinsic rewards can lead to over justification and a subsequent reduction in intrinsic motivation. In one study demonstrating this effect, children who expected to be (and were) rewarded with a ribbon and a gold star for drawing pictures spent less time playing with the drawing materials in subsequent observations than children who were assigned to an unexpected reward condition. However, another study showed that third graders who were rewarded with a book showed more reading behavior in the future, implying that some rewards do not undermine intrinsic motivation. While the provision of extrinsic rewards might reduce the desirability of an activity, the use of extrinsic constraints, such as the threat of punishment, against performing an activity has actually been found to increase one's intrinsic interest in that activity.

## **2.3 Theoretical review**

### **2.3.1 Herzberg's Two Factor Theory**

In 1959 Herzberg and his co-workers had performed an in depth analysis of sources of satisfaction and dissatisfaction among 200 engineers and accountants in the Pittsburgh area. A conventional approach to the problem would call for the experimenter to measure over-all job satisfaction on a scale, and then relate these scores to various factors making up or surrounding the individuals' jobs.

These factors were used as the basis of several analyses of the responses, the most important of which, for the development of Herzberg's theory, concerned the relative frequency with which they appeared in incidents leading to satisfaction and in those leading to dissatisfaction. Achievement, recognition, the work itself, responsibility, opportunity for growth, and advancement -all things intrinsic to the job itself -were mentioned in a large proportion of the satisfying incidents, but in only a few of the dissatisfying ones. Company policy and administration, quality of supervision, salary, interpersonal relations with the supervisor, and working conditions -factors extrinsic to the work itself - appeared mostly in dissatisfying incidents Behling, O., Labovitz, G., & Kosmo, R. (1968).

According to Herzberg (1967) as quoted in Ukaegbu (2000), intrinsic elements of the job are related to the actual content of work, such as recognition, achievement and responsibility. These were referred to as 'motivational' factors and are significant elements in job satisfaction. By contrast, Herzberg described extrinsic factors as elements associated with the work environment, such as working conditions, salary, class size, staff assessment and supervisory practices, and benefits. These were referred to as 'Extrinsic' or 'hygiene' factors which are related to job dissatisfaction. Herzberg concluded that satisfaction and dissatisfaction are not on the same continuum. As a result, he argued that motivational factors can cause satisfaction or no satisfaction, while hygiene factors cause dissatisfaction when absent, and no dissatisfaction when present. Such theories are, of course, somewhat tenuously founded in Maslow's theory of a hierarchy of needs as applied to work situations, with lower order needs requiring satisfaction before higher-level needs emerge and determine motivation.

According to Plunkett and Attner, (1986) hygiene factors are the primary causes of unhappiness on the job. They are extrinsic to the job- that is, they do not relate directly to a person's work, to its real nature. These are part of a job's environment – it's context, not its content. When an employer fails to provide these factors in sufficient quality to its employees, job dissatisfaction will be the result. When they are provided in sufficient quality, they will not necessarily act as motivators-stimuli for growth and greater effort.

They will only lead to workers to experience no job dissatisfaction. The factors include:

- **Salary**- adequate wages, salaries and fringe benefits
- **Job security**- company grievance procedures and seniority privileges.
- **Working conditions** - adequate heat, light, ventilation, and hours of work.
- **Status** – privilege, job titles, and other symbols of rank and position.
- **Company policies** – the policy of the organization and the fairness in administering those policies.
- **Quality of technical supervision** – whether or not the employee is able to receive answers for job related questions.
- **Quality of interpersonal relationships among peers, supervisors, and subordinates** –social opportunities as well as the development of comfortable operating relationships.

Motivational (intrinsic) factors are the primary causes of job satisfaction. They are intrinsic to the job because they relate directly to the real nature (job content) of the work people perform. When an employer fails to provide these factors in sufficient quality to employees, they will experience no job satisfaction. When they are provided in sufficient quality, they affect and provide job satisfaction and high performance. People require different kinds and degree of motivation factors. What will be stimulating to one may not be to another. To individuals who desire them, motivation factors with the right amount of quality act as stimuli for psychological and personal growth Herzberg, (1975). These factors include:

- **Achievement** – opportunity for accomplishment and for contributing something of value when presented with a challenge.
- **Recognition** – Acknowledgement that contributions have been worth the effort and that the effort has been noted and appreciated
- **Responsibility** – actuation of new duties and responsibilities, either through the expansion of work or by delegation.
- **Advancement** – opportunity to improve one’s organizational position as a result of job performance.
- **The work itself** – opportunity for self-expression, personal satisfaction, and challenge.
- **Possibility of growth** – opportunity to increase knowledge and develop through job experience.

Herzberg theory’s implication for managers is that, they can use it to focus their efforts on insuring the presence of and quality in hygiene and motivation factors as a foundation on which to build motivation. In the absence of quality, employees may face an unclean environment, which can lead to dissatisfaction for the workforce (Plunkett & Attner 1986).

Stringer, (2011) determine the relationship between motivation, job satisfaction, and pay satisfaction for the front line employees. Variables are Pay satisfaction, intrinsic motivation; extrinsic motivation, job satisfaction. Survey and open ended questions from employees are used for collection of data. Correlation is used for analysis. Intrinsic motivation increases the job satisfaction whereas extrinsic motivation has negative relationship job satisfaction. Quantitative results indicate that extrinsic motivation has no direct impact on job satisfaction.

**FIGURE 1 HERZBERG’S TWO FACTOR THEORY**

Motivators		Hygiene Factors
Achievement		Salary
Recognition		Benefit
Work itself		Relationship with Supervisor
Responsibility		Relationship with Peers
Advancement		Working Conditions
Growths		Company Policy
		Work content
		Personal Life
		Relationship with Subordinates
		Status
		Supervision
		Security
Extremely Satisfied	Neutral	Extremely Dissatisfied

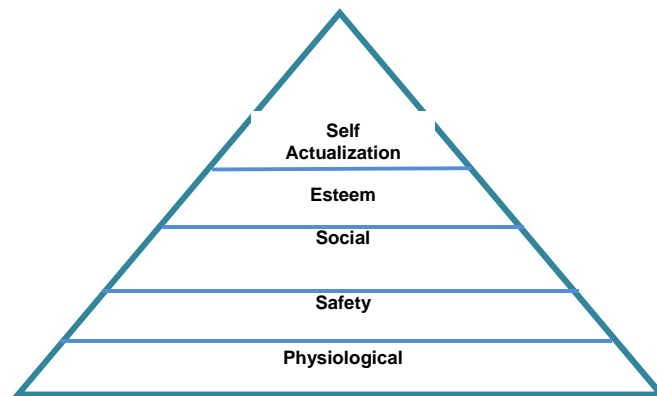
Source: Based on F. Herzberg, B. Mausner, and B. B. Snyderman, *The Motivation to Work* (New York: John Wiley, 1959).

### 2.3.2 Maslow’s Need Hierarchy Theory

In his theory of motivation, Maslow (1954) as quoted in Lam and Tang, classifies the desires or needs of human beings into physiological, safety, belongingness, esteem, and self-realization needs in ascending order of importance. Examples of physiological needs are salary, housing, food and clothing. Examples of safety needs are safe working environment, freedom from pain and threat, and job security. Belongingness needs include affection from friends and family, and the feeling of belonging to a group.

Esteem needs are the desire for respect and recognition that satisfy one’s ego. Self-realization or self-actualization needs are individual’s personal sense of achievement and feeling of self-fulfillment. Maslow asserts that the low-level need must be satisfied before attempting to reach the need of the next higher level; and that once a need is satisfied; it is no longer a motivator of behavior with the exception of esteem and self-realization needs Maslow (1954). Maslow (1943) broadly discussed the physiological, safety, belongingness, esteem, and self-realization needs and it is briefly revised as follows:

**FIGURE 2 MASLOW'S HIERARCHY OF NEEDS**



Source: Abraham H. Maslow, Robert D. Frager, Robert D., and James Fadiman, *Motivation and Personality*, 3<sup>rd</sup> Edition, © 1987.

## **2.4 Motivational Factors**

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

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

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

### **A. Financial rewards (Salary)**

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



## **B. Benefit**

Benefits include both monetary and non-monetary reimbursements to the employees such as pension benefits, medical benefits etc. Armstrong (2007) defines benefits as indirect pay and includes pensions, sick pay, various types of loans, insurance, company cars and annual vacation. Beardwell and Holden (1997) cite a number of reasons for firms' use of benefits. Most fringe benefits are tax-exempt and mutually beneficial to both the employer and especially the highly paid employee. Firms also enjoy economies of scale in providing them. Benefits like company cars for sales representatives and special clothes are necessary for employees in discharging their duties. More importantly, benefits can also serve as an important retention tool; pension rights as a seniority benefit serve as a deterrent since it imposes large economic costs on employees who quit early Beardwell and Holden (1997).

A benefit is an indirect reward, such as health insurance, vacation pay, retirement pensions (Mathis & Jackson, 2000), sick pay, insurance cover and company cars (Armstrong, 2009) given to an employee or group of employees as a part of organizational membership (Mathis & Jackson, 2000). Most are fixed and there is a strong movement towards harmonizing most benefits throughout an organization rather than separate schemes for different groups of employees (Stredwick, 2005).

## **C. Co-worker and Supervisor Relations**

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

#### **D. Working Condition**

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

#### **E. Job security**

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

#### **F. Workloads**

Workloads refer to the intensity of the job assignments. It has commonly been the amount of work assigned or the amount of work expected to be completed by a worker in a time period Dasgupta, (2013). It is a source of mental stress for employees. Stress is an active states of mind in which human face opportunity and constraint Robbins, (1986). Workload can negatively affect its overall performance. The main objectives of assessing and predicting workloads are to achieve an even distribute, manage workload and determine the resources needed to carry out the work, Dasgupta, (2013). It is difficult to have a full control over all the workloads at all the time. But it is possible to recognize its effects and take in advance some actions. Finally, for using the workload analysis as a methodology, it

is important to set time, efforts and resources with the idea of enforcing the department's activities and achieve their objectives.

### **G. Promotion**

Promotion is one of the most efficient ways to keep employees motivated by offering them opportunities along their careers, giving them more responsibilities or even more authority. It may be applied by giving the opportunity to increase the salary compensation. This commodity can also cover a part of security needs by increasing the buying power of the employee. Promotions help assigning workers to jobs that better suit their abilities and are a way to move up quickly the talented workers, Gibbons(1997). It can be used to reward the employee's past efforts, promote investments in specific human capital and have lower rates of job-turnover.

### **2.5 Factors Affecting Motivation Strategies**

According to Michael A. and Taylor S. (2014) People are more likely to be motivated if they work in an environment in which they are valued for what they are and what they do. This means paying attention to the basic need for recognition.

Extrinsic motivators such as incentive pay can have an immediate and powerful effect, but it will not necessarily last long. The intrinsic motivators, which are concerned with the 'quality of working life' (a phrase and movement that emerged from this concept), are likely to have a deeper and longer-term effect because they are inherent in individuals and the work they do and not imposed from outside in such forms as performance-related pay.

Some people will be much more motivated by money than others. It cannot be assumed that money motivates everyone in the same way and to the same extent. The need for work that provides people with the means to achieve their goals, a Reasonable degree of autonomy, and scope for the use of skills and competences. The need for the opportunity to grow by developing abilities and careers.

The cultural environment of the organization in the shape of its values and norms will influence the impact of any attempts to motivate people by direct or indirect means.

Motivation will be enhanced by leadership, which sets the direction, encourages and stimulates achievement and provides support to employees in their efforts to reach goals and improve their performance generally. Achievement motivation is important for managers and those who aspire to greater responsibility.

### **2.5.1 Factors Affecting Workplace Motivation**

According to Armstrong M. and Taylor S. (2014) an incentive is something which stimulates a person towards some goal. It activates human needs and creates the desire to work. Thus, an incentive is a means of motivation. In organizations, increase in incentive leads to better performance and vice versa. Man is a wanting animal, he continues to want something or other. He is never satisfied. If one need is satisfied, the other need arises. In order to motivate the employees, the management should try to satisfy their needs. For this purpose, both financial and non financial incentives may be used by the management to motivate the employees. Financial incentives or motivators are those which are associated with money. These include wages and salaries, fringe benefits, bonus, retirement benefits, stock option etc. Non financial motivators are those which are not associated with monetary rewards. They include intangible incentives like satisfaction, self-actualization and responsibility.

### **2.5.2 Working Conditions and Motivation of Staff**

Studies show that the environment in which people work has a tremendous effect on their level of pride both for them and for the work they are doing. Naturally, employees prefer working conditions that they view as safe and to develop more sense of motivation from their work. (Nzuve, 2007) found that overall doctors were dissatisfied with their work. Among the variables measured, the study cited that doctors are highly dissatisfied with practice environmental pressures and work setting. The study suggest that opportunities for enhancing doctors job motivation exist so long as management works in collaboration with doctors to provide the specific working conditions that health professional desire. Additionally, most employees prefer working relatively close to home, in clean and relatively modern facilities and with appropriate tools and equipment. Employees tend to

prefer a job that gives them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they performed. Because of differential levels in degrees of motivation and individual needs fulfillment, employees perceive some jobs as dull, repetitive, or boring and yet others are seen as satisfying, rewarding and carry high status with them (James, and Lucky, 2015).

Employee values and job expectations significantly moderate job motivation (Purcell, and Kinnie, 2009) Job content for example is a critical determinant of whether employees believe that good performance on the job leads to feelings of accomplishment, growth, and self-esteem; this occurs when jobs are intrinsically motivating. A survey on job motivation and utilization of skills of enlisted white men in the continental US Army in 1943 revealed that proper M. E. Odukah job assignment as an important factor to morale and efficiency. The study also revealed that men like their Army jobs, if they get the job they asked for. Men who are given no choice of jobs and those who asked for a job but fail to get are usually much less satisfied. The study further revealed that the infantry had the smallest number of men serving in jobs they chose and highest number of men with low job motivation.

## **2.6 Challenges of Motivating the People**

Identifying what motivates each employee is very difficult task for managers. According to Kumar (2012), motivating employees to contribute their best efforts to achieve organizational goals and objectives require that managers make it possible for employees to satisfy their needs by making such contributions. However, this is one of the most challenging tasks for the managers of an organization because they have to first identify the needs that the employees try to satisfy at work. Identifying a list of needs that is both sufficiently comprehensive and workable is not easy. There are no defined rules or guidelines whereby the managers can identify those needs. Moreover, different employees have different needs to satisfy through their work which further complicates the manager's task to identify those needs. It requires a high degree of human skill and creativity on the part of managers to identify them. Then, they have to create conditions and work environment which facilitate the employees to satisfy their needs at the work place.

Managers have to be innovative and participative in the approach to create such conditions and work environment. Furthermore, all the needs cannot be satisfied as some of them may be against the interest of the organization as a whole and therefore, must be discouraged, but without de-motivating the employees having such needs which itself is a challenging task (Kumar 2012)

## **2.7 Empirical studies on work motivation**

Dow Scott and Tom McMullen (2010), discovered that base pay and benefits had the overall weakest relationship with the organization's ability to foster high levels of employee motivation compared to incentives, intangible rewards and quality of leadership on engagement. Quality of leadership had the strongest relationship with effectively motivating employees. As a result, compensation professionals should use pay packages to attract leaders who have demonstrated their ability to engage employees and think in terms of total rewards and not just financial rewards. Develop employee engagement resources that are directed toward work environment or organization climate, work-life balance and the nature of the job and quality of the work, and career opportunities.

R.Lindner (1998), conducted a survey topic "Understanding employees motivation" and it tells us that highest motivation through interesting work and good wages. From this, we conclude that if an organization assign employee on their interesting working area then employees will be more motivated.

Similarly, Ali and Ahmed (2009) conducted a study on employee motivation by using De Beer (1987) model of work satisfaction and motivation. Hence, the independent variables taken are work content, payment, promotion, recognition, working condition, benefits, and leadership or supervision. From the study we understand that, there is positive and significant relationship between work content and working condition (which has directly related with employee place of assignment) and employee satisfaction

Generally, the aforementioned research studies indicate that benefit; promotion, recognition, working condition, empowerment, autonomy and challenging tasks are taken as frequently cited factors for evaluating employee motivation. Therefore, to some extent the entire previous research undertakings underscored that there is a significant relationship between employee work placement and their motivation.

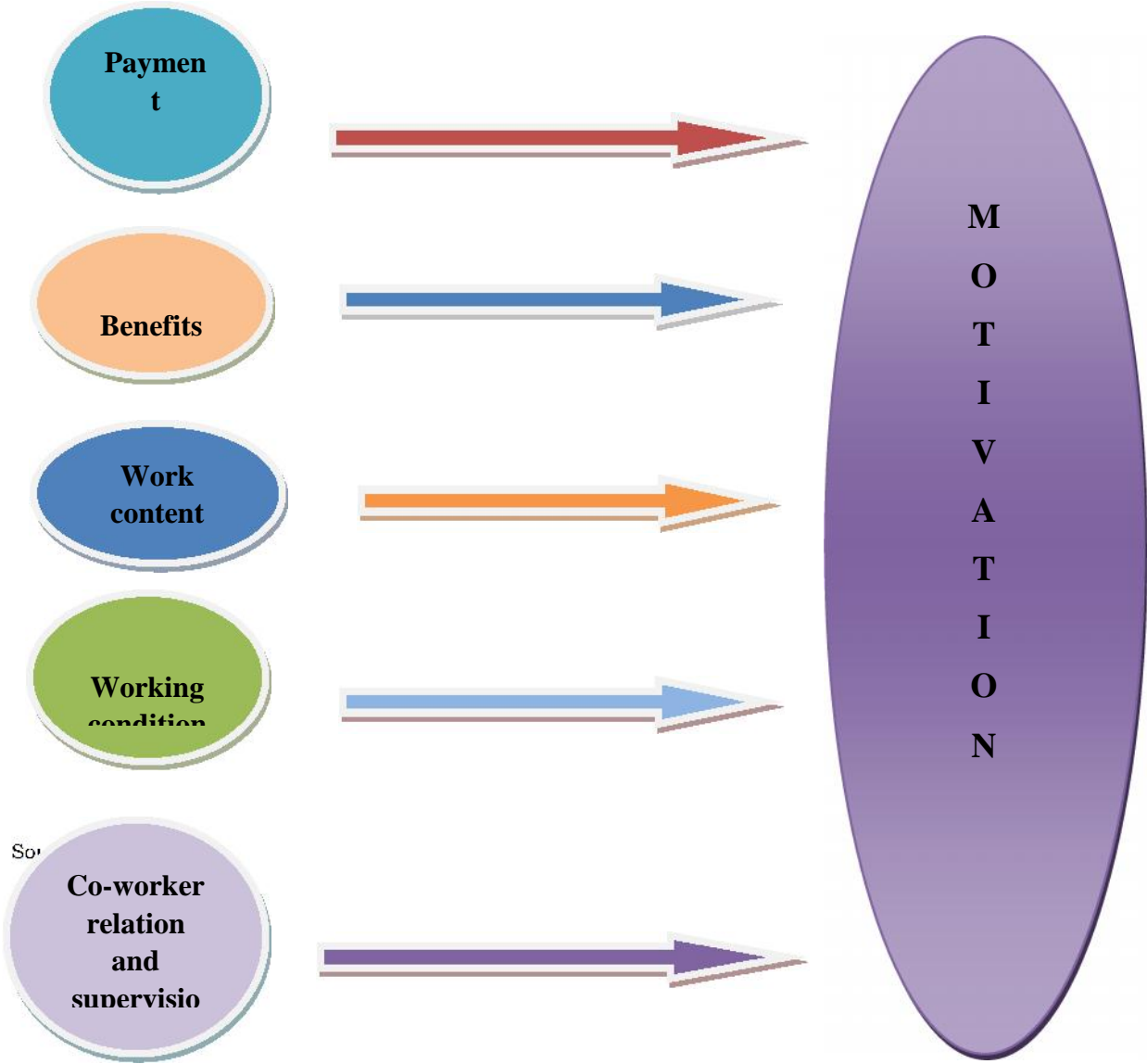
According to a research carried out by Kovach on industrial employees who were asked to rank ten “job rewards” factors based on personal preferences where the value 1 represented most preferred and 10 being the least preferred. The results were as follows (1) full appreciation of work done (2) feeling of being (3) sympathetic help with personal problems (4) job security (5) Good wages and salaries (6) interesting work (7) promotion & Growth (8) employees loyalty (9) Good working conditions (10) tactful discipline.

## **2.8. Conceptual Framework**

The following conceptual model was formulated to show the factor affecting employees’ motivation. The major extrinsic variables are Salary/Payment, Employee benefits, work content, Working condition and Co-worker relation and supervision.

**Independent Variable**

**Dependent Variable**





## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Introduction**

In this chapter the researcher tried to explain the research design, approach, source of data and data collection tools, sampling and sampling techniques, instrument and methods and procedures of data analysis have been the main points that were discussed.

#### **3.2 Research Design and Approaches**

In assessing the practices and challenges of employees' motivation at Dashen Bank S.C. a descriptive research design was used. Descriptive research design helps provide answers to the questions of who, what, when, where and how associated with a particular research problem, and used to obtain information concerning the status of the phenomena; moreover, it addresses large number of people and merely describes what people say, think, and do. Descriptive studies are aimed at finding out "what is," so observational and survey methods are frequently used to collect descriptive data (Borg and Gall, 1989).

This study used both the qualitative and quantitative data analysis methods. Qualitative and quantitative approaches are used to provide an in-depth look at context, processes, and interactions and make precise measurement. In this mixed method the presentation of the results can be convincing and powerful (Marguerit, Dean and Katherine, 2006).

#### **3.3 Population, Sample Size and Sampling Techniques**

In most cases it is impracticable for a researcher to collect data from the entire population that it is necessary to take sample through appropriate sampling techniques. A good sampling design is achieved by representative sample, which also results in small sampling error, viable in the context of available fund and result of sample study can be applied to the total population (Kothari:1985).

### 3.3.1 Population of the study

The total population of the study was 526 clerical and line management employees of Dashen Bank S.C who works at West Addis Ababa Distract. The researcher excluded employees of non-clerical posts like janitors and securities who are outsourced for other organization. And also employees who have less than one year service were excluded from target population.

### 3.3.2 Sample Size

The researcher used the following sample determination table to determine the representative sample size which was developed by Carvalho (1984), as referred in Naresh Malhotra (2007). Since the target population size i.e 526 is categorized in the fifth row the lowest sample size is 32, the medium sample size 80 and the highest sample size is 125. In order to be more representative the higher sample size of 125 was taken. The following table shows the breakdown of population range.

**Table 3.1: Sample Determination Table**

Population size	Sample Size		
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
<b>501-1,200</b>	<b>32</b>	<b>80</b>	<b>125</b>
1,201-3,200	50	125	200
3,201-10,000	80	200	315
10,001-35,000	125	315	500
35,001-150,000	200	500	800

*(source: Malhorta Naresh, Marketing Research an applied approach, 2007)*

### 3.3.3 Sampling Technique and Sampling frame

The researcher used proportionate stratified sampling technique to select samples from each branch of the total population, and distribute questionnaire and collect the required information from the samples determined.

This technique was preferred because it assists in minimizing bias when dealing with the population. With this technique, the sampling frame was organized into relatively homogeneous groups (strata) before selecting elements for the sample. According to Janet (2006), this step increases the probability that the final sample would be representative in terms of the stratified groups. The strata would be branches located in West Addis Ababa District. According to Catherine Dawson (2009), the correct sample size in a study is dependent on the nature of the population and the purpose of the study. Although there are no general rules, the sample size usually depends on the population to be sampled.

The total sample frame or population size was 526 employees and sample sizes have been 125. The study has been covered only clerical and line management permanent employee those who have above one year experience in the Bank.

There are four grading system for dividing branches on West Addis Ababa Distract of Dashen Bank S.C namely Grade I Branch, Grade II Branch, Grade III Branch and Grade IV Branch. The study used the Branches as a stratum. Then to estimate the number of samples for each stratum multiply number of staffs in each strata by sample size and divided by the target population.

$$\text{Sample frame: Sample size} = \frac{\text{Number of staffs in each strata} \times 125}{\text{Total population}}$$

**Table 3.2: Sample Size of each stratum**

Type	Total Number of Staff	Sample Size
Grade I Branch	346	82
Grade II Branch	70	17
Grade III Branch	30	7
Grade IV Branch	80	19
<b>Total</b>	<b>526</b>	<b>125</b>

*Source: Dashen Bank West Addis Ababa Distract, 2018*

### **3.3 Source of Data and Data Collection Tools**

The study employed both primary and secondary sources of data collection. In order to realize the target, the study uses well-designed questionnaire and observation as best instrument. The questionnaire was adopted from different sources which were found to be appropriate for the study. The questionnaire method as instrument of data collection was used because it provides wider coverage to the sample. The questionnaire contained closed ended questions with 5 Likert Scale from “Strongly Disagree” =1to “Strongly Agree” =5 and it was administered by the researcher. Employees of the bank were taken to serve as the main source of primary data. And, it was filled by the employees of Dashen Bank West Addis Ababa district branches who were selected for the study.

Secondary data was collected using the Banks human resources policy and procedures, annual reports, published and unpublished information about the study area, books and journals from library and internet.

### **3.4 Data Analysis Method**

Data from questionnaires was analyzed through descriptive statistics using SPSS software version 20.0 (Statistical Package for Social Science). The descriptive statistics (frequency distribution, percentile, minimum and maximum) which was help the researcher to examine the general level of employee’s motivation for the selected determinant factors.

The SPSS was used to analyze the data obtained through a structured questionnaire from primary sources. The descriptive statistics was presented using tables in the form of percentage.

### **3.5 Ethical Considerations**

Confidentiality and privacy are the corner stone of field research activities in order to get relevant and appropriate data. The researcher assured the purpose of the study and confidentiality of information. Respondents were assured any information gathered through data collection instruments that was used only for the academic purpose. The data and documents were secured during the research and kept safely, not being transferred to third parties. Back up of the research inputs and outputs were archived. Moreover, the study was conducted with consent of the organization and data collected from the respondents based on their consent. On the other hand, all sources and materials consulted have been duly acknowledged.

### **3.6 Validity and Reliability**

#### **3.6.2 Validity**

The validity of research instrument can be considered how accurate the instrument measures what is supposed to measure (Joubert and Ehrlich, 2005). The face validity of the instrument was assessed during pretest of the questionnaire on 15 employees of the bank.

#### **3.6.3 Reliability**

The reliability of instrument refers to a precision of the test even if the test is done again and again (Joubert and Ehrlich, 2005). The instruments of the study were adopted from previous work and used with some modification.

The data collection tool was pre-tested among non-participants of the study on 20 employees selected from the branches to see whether the questions are well understood, correctly interpreted, if there are any unclear enquiries.

Based on the feedback from participants improvement was made to the questionnaire. The research instrument was also tested by Cronbach's alpha and the value was 0.819 which indicates as "good" since more than 70% for a reliability coefficient.

**Table 3.3: Cronbach's Alpha Reliability Analysis**

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Salary	.821	5
Benefits	.785	5
Working condition	.864	4
Work content	.910	5
Relation with supervisor	.756	4
Relation with co-worker	.882	3
Challenges related	.721	3
	.819	29

Own survey, 2018

## **CHAPTER FOUR**

### **DATA PRESENTATION ANALYSIS AND INTERPRETATION**

#### **4.1 Introduction**

This chapter dealt with data analysis and interpretation. Accordingly, the demographic characteristics of the respondents and the data obtained from the questionnaire for the title assessing the practices and challenges of employees' motivation in Dashen Bank S.C. had been presented and interpreted.

As described on the methodology part of this thesis, the total population of the study were 526 employees of Dashen Bank S.C which was found in West Addis Ababa District and from these total populations 125 samples were taken and questionnaire was distributed to 125 respondents and 120 usable questionnaires were collected and the data analysis was made based on the valid 120 (96%) questionnaires completed by the employees' of the bank. The rest (2) were not returned and (3) were found to be incomplete. Statistical Package for Social Science (SPSS) version 20.0 was used to analyze data.

#### **4.2 Demographic Characteristics of the Respondents**

The first part of this questionnaire consisted of the demographic characteristics of the study participants. Accordingly, demographic variables were summarized as indicated below.

The first part of the questionnaire consists of five items about the demographic information of the respondents. It covers the personal data of respondents, such as gender, age, educational qualification, and job category and work experience. The following tables depicted each demographic characteristic of the respondents.

**Table: 4.1 Frequency Distributions of Demographic Characteristics**

No.	Description	Type	Frequency	Percent %
1	<b>Gender</b>	Male	87	72.5
		Female	33	27.5
		<b>Total</b>	<b>120</b>	<b>100.0</b>
2	<b>Age</b>	21-30	66	55.0
		31-40	45	37.5
		41-50	7	5.8
		Above 50	2	1.7
		<b>Total</b>	<b>120</b>	<b>100.0</b>
3	<b>Edu. level</b>	Diploma	4	3.3
		First Degree	110	91.7
		Master's Degree & Above	6	5.0
		<b>Total</b>	<b>120</b>	<b>100.0</b>
4	<b>Job Category</b>	Clerical	85	70.8
		Line management	35	29.2
		<b>Total</b>	<b>120</b>	<b>100.0</b>
5	<b>Work Experience</b>	1Upto 2 years	53	44.2
		3 to 5 years	29	24.2
		6 to 10 years	24	20.0
		Over 10 years	14	11.7
		<b>Total</b>	<b>120</b>	<b>100.0</b>

*Own Survey 2018*

Table 4.1 showed 72.5% of the respondents were male while 27.5% of them were female.. The age proportion also depicted 55% of respondents belonged to the age category of 21-30; 37.5% of the respondents to be among 31-40; 5.8% of the respondents aged between 41-50; and respondents who aged above 50 constituted only 1.7%. The majority of the



respondents' ages were between the age of 21-30 and 31-40 together composed of 92.5% of the total sample age that made up young forces even though the young forces are productive; the management would think over it about sensitive and quick to emotive.

Moreover, from the sample data obtained, the educational level of the respondents indicated 5% were MBA holders, 91.7% were first degree holders, and 3.3% were diploma holders. This indicated that the majority of the respondents had BA Degree so the bank had staffed with educated employees.

In relation with this 70.2% of the respondents were from clerical job category and 29.8% were from Line management which refer to a good finding for the researcher to get valuable information from the clerical staff on the study matter.

Furthermore, the finding from demographic part of the research elaborated 44.2% of respondents served at the bank 1-2 years; 24.2% of them 3-5 years; 20% of them 6-10 years; and only 11.7% of the respondents worked at the bank for more than 10 years. Thus, this might indicate that the bank in short of experienced employees.

#### **4.3 Analysis of Collected Data**

In this section responses perception on the general consideration of extrinsic motivational factors were presented and interpreted. Descriptive statistics was used in the form of, frequency, percentage, mean and Std. Deviation to analyze the data. Moreover the five criteria set for evaluation (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree) merges in to three criteria's, the strongly disagree and disagree combined together as disagree and strongly agree and agree also combined together as agree. Therefore, the three criteria's would be Disagree; Neutral and Agree) the analysis was made base on those criteria's. Furthermore, for likert scale data from 1 (Strongly Disagree) to 5 (Strongly Agree) if the sample is approximately normally distributed the interpretation should be for mean up to 2.8 is "Disagree", mean between 2.9 and 3.2 is "Neutral", and mean above 3.2 is "Agree" (Scott 1999). Therefore, the decision of the each variable statistics is done based on these criteria's.

### 4.3.1 Responses towards extrinsic motivational factors (Salary)

The finding towards the current salary practice was discussed under this table.

**Table 4.2. Descriptive Statistics for the practice Salary**

	Statements	Responses	Frequency	Percent %	Mean	Std. Deviation
1	I am satisfied with the current salary I get	Disagree	87	72.5	2.14	.901
		Neutral	18	15.0		
		Agree	15	12.5		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
2	My salary is fair when compared with that of similar jobs in the banking industry	Disagree	91	75.8	2.04	.754
		Neutral	16	13.3		
		Agree	13	10.9		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
3	The salary scale of our bank treat each employee equally	Disagree	104	86.7	1.73	.867
		Neutral	10	8.3		
		Agree	6	5.0		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
4	Salary increment is managed fairly	Disagree	73	60.8	2.30	1.022
		Neutral	33	27.5		
		Agree	14	11.7		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
5	Salary adjustment is made according to the cost of living	Disagree	94	78.3	1.91	.961
		Neutral	18	15.0		
		Agree	8	6.7		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
<b>Overall Mean</b>					<b>2.04</b>	

As depicted on the above Table 4.2 regarding, the satisfaction in relation with current salary 72.5% were dissatisfied, 15% neutral and 12.5% agree. This implies that majority of the respondents were not satisfied by their current salary.

Concerning the fairness of the salary as compare with the banking industry 75.8% dissatisfied; 13.3% neutral and 10.9% agree. This implies that majority of the respondents were not happy by their salary as compare to the banking industry.

Regarding the salary scale treat each employee equally 86.7% disagree, 8.3% neutral and 5% agree. Here one can say that majority of the respondents were not agree on the salary scale treat each employee equally. The researcher observed that the salary scale of the bank is fixed in respect of their work experience but a lot of scale rating in the bank so different salary scale rating leads to difficulty to manage the scale therefore we can conclude that the salary scale of the bank not treating equally.

Concerning salary increment managed fairly 60.8% dissatisfied; 27.5% neutral and 11.7% agree. This implies that the majority of the respondents were not happy on the freeness of salary increment.

Finally regarding salary adjustment as per the cost of living 78.3% dissatisfied; 15% neutral and 6.7% agree. This also implies that the cost of living and the salary adjustment not compatible.

Generally this implies that salary as the motivational factory with regard to the five components, the overall mean showed 2.04 of the respondent disagreed by the salary because they responded that it was not satisfied with the current salary they got and salary scale not treated each employee equally and salary was not compatible with the banking industry. The implication of this result would suggest that the bank should make salary adjustments adequate to satisfy the needs of employee and compatible with the banking industry in order to motivate the staff.

Researchers suggest Murphy, (1981) that the employee should be motivated through a proportional salary according to the efforts done in the job. There are other important factors as well, but having a satisfactory salary is among the top factors.

### 4.3.2 Responses towards extrinsic motivational factors (Benefits)

Responses about the benefit package practice were discussed under this table.

**Table: 4.3. Descriptive Statistics for the Practice of Benefit**

	Statements	Responses	Frequency	Percent %	Mean	Std. Deviation
1	Provident fund benefits are good	Disagree	87	72.5	2.17	1.110
		Neutral	10	8.3		
		Agree	23	19.2		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
2	My medical scheme is satisfactory	Disagree	62	51.7	2.64	.891
		Neutral	16	13.3		
		Agree	42	35		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
3	I never have problems with my arrangements for leave	Disagree	71	59.2	2.39	.743
		Neutral	26	21.7		
		Agree	23	19.2		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
4	Transportation benefit is fair with the current cost of transportation service	Disagree	88	73.3	2.12	1.022
		Neutral	13	10.8		
		Agree	19	15.8		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
5	The staff loan system is sufficient	Disagree	95	79.2	1.84	.961
		Neutral	17	14.2		
		Agree	8	6.7		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
<b>Overall Mean</b>					<b>2.23</b>	

*Own Survey 2018*

As illustrated on the above Table 4.3 concerning, provident fund benefits are good 72.5% were dissatisfied, 8.3% neutral and 19.2% agree. This implies that majority of the respondents were not satisfied by the benefit from provident fund.

Regarding the medical scheme is satisfactory 51.7% were unhappy, 13.3% neutral and 35% agreed. One can say that the majority of the respondents were dissatisfied by the medical scheme. The information that I found from the employee labour union agreement said that 10% of the total medical expense covered by the staffs and the bank has an agreement with limited hospitals and clinics so employees cannot get the necessary treatment as they desire those things create dissatisfaction and one good issue was found on the labour union agreement the medical coverage also includes to the family member like husband, wife and children this makes happy relatively the 35% agreed result also suggests that, there is somehow create satisfaction.

Concerning the problems with arrangements for annual leave 59.2% disagree; 21.7% neutral and 19.2% agreed. This implies that majority of the respondents were unpleasant on the benefit of annual leave arrangements. Result from the observation also suggests that the problem occurs due to the busy nature of the banking industry giving annual leave is the most difficult for the manager. So the bank could arrange relief worker to replace the persons on the annual leave because this is the right of the staff to get annual leave.

With reference to transportation benefit is fair with the current cost of transportation service 73.3% disagree; 10.8% neutral and 15% agreed. This also implies that the majority of the respondents were unhappy by the transportation allowance.

Lastly, regarding the staff loan system is sufficient the respondents' responses were 79.2% dissatisfied; 14.2% neutral and 6.7% agree. This also infers that the staff loan system was poor. The requirements, rules, and regulations and the criteria were not convenient to get the loan.

In general this implies that benefit as the motivational factory with regard to the five components, the overall mean showed 2.23 of the respondent dissatisfied by the benefit package delivered by the bank. So the bank would revise the benefit package to motive the staff.

A benefit is an indirect reward, such as health insurance, vacation pay, retirement pensions (Mathis & Jackson, 2000), sick pay, insurance cover and company cars (Armstrong, 2009) given to an employee or group of employees as a part of organizational membership (Mathis & Jackson, 2000). Most are fixed and there is a strong movement towards harmonizing most benefits throughout an organization rather than separate schemes for different groups of employees (Stredwick, 2005).

### 4.3.3 Responses towards extrinsic motivational factors (Working Condition)

Responses about the working condition were discussed under this table.

**Table: 4.4. Descriptive Statistics for the practice of working condition.**

	Statements	Responses	Frequency	Percent %	Mean	Std. Deviation
1	My working hours are reasonable	Disagree	69	57.5	2.48	.953
		Neutral	22	18.3		
		Agree	29	24.2		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
2	Adequacy of working tools to do your job well.	Disagree	62	51.7	2.47	.921
		Neutral	37	30.8		
		Agree	21	17.2		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
3	Your degree of satisfaction on the work place with regard to its comfort level (heat, light, noise, ventilation).	Disagree	67	55.8	2.57	1.193
		Neutral	18	15.0		
		Agree	35	29.2		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
4	The arrangements of office layout is convenient for my job	Disagree	70	58.3	2.49	.892
		Neutral	21	17.5		
		Agree	29	24.2		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
<b>Overall Mean</b>					2.50	

*Own survey 2018*

As described on the above Table 4.4 regarding, reasonable working hours 57.5% were dissatisfied, 18.3% neutral and 24.2% agree. This implies that majority of the respondents were not happy by the reasonability of the working hour. As can I get the data from employees labour union the employees are oblige to work extra two hours without any

payment this also one of the distraction and opposed to the labor law on the country. It is desirable to amend this rule.

Regarding the adequacy of working tools 51.7% were disagree, 30.8% neutral and 17.5% agreed. One can say that the majority of the respondents were dissatisfied by working materials like computer, printer, chairs, and cash counting machines etc. It is pleasing to replace those old materials to make the office suitable to accomplish the job.

Concerning the degree of satisfaction on the work place with regard to its comfort level (heat, light, noise, ventilation) 55.8% were disagree, 15% neutral and 29.2% agreed. This implies that majority of the respondents were unhappy.

Finally, the arrangements of office layout convenient 58.3% were disagree, 17.5% neutral and 14.2% agreed. This implies that majority of the respondents were dissatisfied.

Overall this indicate that the working condition as the motivational factory with regard to the four components, the overall mean showed 2.50 of the respondent dissatisfied by the working condition of the bank, thus possible to predict that the working condition of the bank not attractive to motivated the staff. To make the working conditions more attractive the bank management shall pay attention. Nature of work and its surrounding environment is the factor that affects the level of motivation of employee significantly. Tyilana, (2005) suggests that three motivational factors such as achievement, recognition and work itself cause 88% job satisfaction.



#### 4.3.4 Responses towards extrinsic motivational factors (Work Content)

Responses concerning the work contents were discussed under this table.

**Table: 4.5. Descriptive Statistics for the practice of work content.**

	Statements	Responses	Frequency	Percent %	Mean	Std. Deviation
1	I am interested in my work	Disagree	71	59.2	2.49	.786
		Neutral	17	14.2		
		Agree	32	26.7		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
2	My work consists of varieties of tasks	Disagree	74	61.7	2.35	.991
		Neutral	21	17.5		
		Agree	25	20.8		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
3	My work is the way to future success	Disagree	72	60.0	2.19	1.140
		Neutral	28	23.3		
		Agree	20	16.6		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
4	My work creates a sense of responsibility	Disagree	42	35	3.17	.916
		Neutral	6	5.0		
		Agree	72	60		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
5	My work has of great value in my Bank	Disagree	32	26.7	3.36	1.165
		Neutral	12	10.0		
		Agree	76	63.4		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
<b>Overall Mean</b>					<b>2.71</b>	

*Own Survey 2018*

As per the result shown in the table 4.5 above, regarding, the interest in their job 59.2% were dissatisfied, 14.2% neutral and 16.7% agreed. The results showed that majority of the respondents were not interesting by their job.

Concerning the work consists of varieties of tasks 61.7% were disagreed, 17.5% neutral and 20.8% agreed. One can say that majority of the respondents were dissatisfied by the contents of the job.

With reference to the work is the way to future success 60% were disagreed, 23.3% neutral and 16.6% agreed. This implies that majority of the respondents were not assume their job have value for future this the dangers consideration the bank managers must address deliverable training to eliminate such kind of thought.

Regarding the work creates a sense of responsibility 35% were disagreed, 5% neutral and 60% agreed. Thus the majority of the respondents were agreed on the sense of responsibility so this is good implication because banking industries are sensitive in nature since every transaction relates with cash. It need care and responsibility.

Finally the responses regarding the work have of great value in my bank 26.7% were disagreed, 10% neutral and 63.4% agreed. This also good implication to the bank because if the assume their work have a value to their bank, we can say they are motivate somehow.

To generalize the work content as the motivational factory with regard to the five components, the overall mean showed 2.71 of the respondent dissatisfied by the work contents of their job, but also shows some agreed points thus is not bad as compare to the other motivational factor looking above.

### 4.3.5 Responses towards extrinsic motivational factors (Supervisor Relation )

Responses concerning the supervisor relation were discussed under this table.

**Table: 4.6 Descriptive Statistics for the practice of supervisor relation.**

	Statements	Responses	Frequency	Percent %	Mean	Std. Deviation
1	Support me in case of problems	Disagree	92	76.7	1.90	.965
		Neutral	20	16.7		
		Agree	8	6.7		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
2	Treat me equally with other staffs	Disagree	84	70.0	2.11	1.129
		Neutral	14	11.7		
		Agree	22	18.3		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
3	keeps me informed about what is going on	Disagree	64	53.3	2.45	.873
		Neutral	19	15.8		
		Agree	37	30.8		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
4	The relationship with my boss enables me to be open when discussing work problems	Disagree	60	50.0	2.76	.946
		Neutral	11	9.2		
		Agree	49	40.8		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
<b>Overall Mean</b>					<b>2.31</b>	

*Own survey 2018*

As can show from Table 4.6 the responses regarding the support of supervisor in case of problems 76.7% were disagreed, 16.7% neutral and 6.7% agreed. This showed that the majority of respondents were disagreed. Thus the bank had to do a lot regarding the knowledge supervisor.

Concerning treat me equally with other staffs 70% were disagreed, 11.7% neutral and 18% agreed. This implies that the majority of respondents were disagreed.

Regarding keeps me informed about what is going on 53.3% were disagreed, 15.8% of the respondents neutral and 23.8% of the respondents agreed. The majority of respondents were disagreed.

With reference to the response relationship with their boss enables them to be open when discussing work problems 50% were disagreed, 9.2% neutral and 40.8% agreed. The majority of respondents were disagreed

The overall mean showed 2.31 were disagreed on the relation with supervisor. This implies that the supervisors not accomplished their responsibility. It needs focus because good relationship between supervisor and the worker is a convincing issue which causes work satisfaction. Employee's bad feeling to their immediate authority impact on their job performance which leads to dissatisfaction and lack of motivation. According to Tyilana (2005) unfavorable supervision, company policy and administration and interpersonal relationship with supervisor cause 60% job dissatisfaction.

#### 4.3.6 Responses towards extrinsic motivational factors (Co-worker Relation )

Responses concerning the co-worker relation were discussed under this table.

**Table: 4.7. Descriptive Statistics for the practice of co-worker relation.**

	Statements	Responses	Frequency	Percent %	Mean	Std. Deviation
1	There is collaboration in office work	Disagree	42	35.0	3.09	.987
		Neutral	18	15.0		
		Agree	60	50.0		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
2	I get the opportunity to discuss with a group of employee and work as a team	Disagree	35	29.2	3.27	.856
		Neutral	14	11.7		
		Agree	71	59.2		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
3	There is smooth relationship	Disagree	32	26.7	3.27	1.172
		Neutral	20	16.7		
		Agree	68	56.6		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
<b>Overall Mean</b>					3.21	

Concerning the response relation with co-worker showed as regards there is collaboration in office work 35% disagreed, 15% neutral and 50% agreed. This refers to majority of the respondents were agreed on working in as a teamwork. Therefore good implication to the bank.

Regarding the response related with opportunity to discuss with a group of employee 29.2% disagreed, 11.7% neutral and 59.2% agreed. This also positive implication to the bank. Concerning there is smooth relationship 28% of the respondents respond disagreed, 16% of the respondents neutral and 56% of the respondents respond agreed.

The measure finding of the result showed generally, the majority of respondents were agreed on the relation with co-worker. This implies that the staff relationship is good it is good implication to the bank.

To generalize the Co-worker relation as the motivational factory with regard to the three components, the overall mean showed 3.21 agreed. The measure finding of the result showed generally, the majority of respondents were agreed on the relation with co-worker. This implies that the staff relationship is good.

#### 4.3.7 Responses towards challenges relate to extrinsic motivational factors

Responses concerning the co-worker relation were discussed under this table.

**Table: 4.8. Descriptive Statistics for Challenges Relate to Extrinsic Motivational Factors.**

	<b>Statements</b>	<b>Responses</b>	<b>Frequency</b>	<b>Percent %</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Office equipments are very old	Disagree	11	9.2	4.02	.956
		Neutral	14	11.7		
		Agree	95	79.2		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
2	Working procedure is stagnant	Disagree	21	17.5	3.59	1.096
		Neutral	22	18.3		
		Agree	77	64.1		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
3	Unfair treatment of staffs on promotion, giving annual leave and other rewards	Disagree	23	19.2	3.43	.848
		Neutral	37	30.8		
		Agree	60	50		
		<b>Total</b>	<b>120</b>	<b>100.0</b>		
<b>Overall Mean</b>					<b>4.35</b>	

Own survey 2018

As illustrated on the above Table 4.7 Concerning the office equipments old 9.2% were dissatisfied, 11.7% neutral and 79.9% agreed. Thus majority of the respondents were agreed on the oldness of office equipments.

With reference to Working procedure is stagnant 17.5% were dissatisfied, 18.3% neutral and 64.1% agreed. Therefore majority of the respondents were agreed on the stagnant procedure of the bank.

Lastly, concerning the unfair treatment of staffs on promotion, giving annual leave and other rewards 19.2% were dissatisfied, 30.8% neutral and 50% agreed. This implies that majority of the respondents were agreed on the unfair treatment of staffs.

Generally this implies that the obstacles that keep DB employees emotive with regard to the three components, the overall mean showed 4.35 of the respondent agreed on the obstacles that keep DB employees emotive. The implication of this result would suggest that the bank should make an adjustment on the overall motivational factors.

### 4.3.8 Responses towards the most influential extrinsic motivational factors

Responses regarding to the most influential motivational factors were discussed under this table.

**Table: 4.9. Descriptive Statistics for the most influential motivational factors**

	Variables	Frequency						Mean
		1	2	3	4	5	6	
1	Salary	81 (67.5)	31 (25.8)	4 (3.3)	2 (1.7)	1 (.8)	1 (.8)	<b>1.45</b>
2	Benefit	16 (13.3)	54 (45)	22 (18.3)	14 (11.7)	9 (7.5)	5 (4.2)	<b>2.68</b>
3	Work content	4 (3.3)	5 (4.2)	23 (19.2)	33 (27.5)	25 (20.8)	30 (25)	<b>4.33</b>
4	Working condition	17 (14.2)	19 (15.8)	44 (36.7)	20 (16.7)	13 (10.8)	7 (5.8)	<b>3.12</b>
5	Relation with supervisor	-	2 (1.7)	15 (12.5)	42 (35)	40 (33.5)	21 (17.5)	<b>4.53</b>
6	Relation with Co-worker	2 (1.7)	9 (7.5)	12 (10)	9 (7.5)	32 (26.7)	56 (46.7)	<b>4.90</b>

1=1<sup>st</sup> most higher 2=2<sup>nd</sup> higher 3=3<sup>rd</sup> higher 4=4<sup>th</sup> higher 5=5<sup>th</sup> higher 6=6<sup>th</sup> higher

Own survey 2018

From the above table, it is possible to said that, out of total of respondents (120) 67.5% of respondents choice Salary for 1<sup>st</sup> place, 45% of respondents choice benefit for 2nd place, about 27.5% of respondent choices work content for 3rd place, 36.7% of the respondents chosen Working condition as 4th place, 33.5% of respondents have chosen for relation with supervisor for 5th place and finally 46.7% of respondents were chose relation with Co-worker as 6th place. Therefore we can infer that, salary is the highest significant factor for employee motivation followed by benefit, work content, working condition, relation with supervisor and relation with co-worker respectively.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

This research had an aim to assess the practices and challenges of employees' motivational factors such as salary, benefit, work content, working condition, supervisor relation, co-worker relation and investigating the challenge why employees were emotive. In addition, the research study examines how well the selected motivational factors are being practiced and how well employees are motivated in their job by looking at their percentage scores of the responses which are summarized under the descriptive statistical analysis.

#### **5.2 SUMMARY OF FINDINGS**

In general, a summary description of descriptive analyses is generated from the questionnaire survey results. The data analyzed using descriptive statistics; percentage and frequency of major findings were presented below in a summarized as follows:

- The study indicates on the salary as the motivational factory with regard to the five components, the finding in general 74.7% of the respondent dissatisfied; 15.8% Neutral and 9.3% agree.
- The overall response towards benefit as the motivational factory with regard to the five components, the finding in general 67.2% of the respondent dissatisfied; 13.3% Neutral and 19.2% agree.
- The overall response towards the working condition as the motivational factory with regard to the four components, the finding in general 55.8% of the respondent dissatisfied by the working condition of the bank, 20% Neutral and 23.8% agree. Thus possible to predict that the working condition of the bank not attractive to motivated the staff.
- The overall response towards the work content as the motivational factory with regard to the five components, the finding in general 48.5% of the respondent dissatisfied by the work contents of their job, 14% Neutral and% 37.5% agree. but

the 37.5% agreed result not bad as compare to the other motivational factor looking above.

- The overall response towards relation with supervisor's respondents responds 62.5% were disagreed on the relation with supervisor, 13.3% Neutral, 24.2% agreed. This implies that the supervisors not accomplished their responsibility. It needs focus because good relationship between supervisor and the worker is a convincing issue which causes work satisfaction.
- To generalize the Co-worker relation as the motivational factory with regard to the three components, the finding in general 31.4% of the respondent dissatisfied by the relation with co-worker; 13.9% Neutral and 54.7% agreed. Generally, the majority of respondents were agreed on the relation with co-worker. This implies that the staff has good relationship.
- Last but not list response towards the obstacles that keep DB employees emotive with regard to the three components, the finding in general 73.2% of the respondent agreed; 14.5% Neutral and 12.3% disagreed on the challenges of the motivational practices of the bank. The implication of this result would suggest that the bank should make an adjustment on the overall motivational factors like salary, benefits, working conditions.
- Finally the responses towards the most influential extrinsic motivational factors; therefore we can infer that, salary is the highest significant factor for employee motivation followed by benefit, work content, working condition, relation with supervisor and relation with co-worker respectively

### **5.3 CONCLUSION**

Based on the research basic questions the following conclusions were drawn.

- The perception of employees towards the extrinsic motivational factor practices with all variables majority of the respondents were not satisfied by the motivational package (Salary, Benefit, Work Content, and Supervisor Relation).
- The study identified the most influential factor for motivating employees. Thus shows that, salary is the highest significant factor for employee motivation followed by benefit and co-workers relation is the least motivator.
- The study also tries to identify the obstacles that keep DB employees emotive and hold back them to contribute their most effort to their bank majority of the respondents were agreed on the unfairness of their salary & benefit and unfair treatment of staff's promotions.

### **5.4 RECOMMENDATIONS**

Based on the entry study the following recommendations were made for bank management consideration

- Based on the research questions, the perception of employees towards the extrinsic motivational practices at Dashen Bank S.C the employee were not interested by the practices, the study found that the employees of the bank not satisfied by the extrinsic motivational packages like salary, benefit, working condition and supervisor's relation. Thus the bank management should revise the motivational package in order to retain the employees because employees are vital resources of the organization and to achieve organization goal motivating the manpower is a responsibility of the company because noting can do without manpower. And it is also advisable to provide more focus to revise the benefit package since fringe benefits are tax-exempt and mutually beneficial to both the employer and especially the highly paid employee..

According to Armstrong M. and Taylor S.,(2014) an incentive is something which stimulates a person towards some goal. It activates human needs and creates the desire to work. Thus, an incentive is a means of motivation. In organizations, increase in incentive leads to better performance and vice versa.

Dole and Schroeder (2001) emphasized that when working environment is conducive it will give higher level of motivation then it reduces turnover and in turn enhances the morale of an employee. Carlopio (1996) found that motivation with workplace is optimistically associated with job accomplishment and it is indirectly connected with turnovers. Managers play critical role in creating an environment that will bring out the best in employees and success of the company. (Shannon, G. 2017)

- The study identified the most influential factor for motivating employees. Thus shows that, salary is the highest significant factor for employee motivation followed by benefit and co-workers relation is the least motivator. Since salary and benefit package have significant influence, the bank management should revise the bank procedure and make amendment on the incentives.
- DB should also give for its employee opportunity for promotion and it should be fair and transparent and acceptable criteria in order to get the best out of motivated employee. Since promotion is predictors of employee motivation.
- Optimum benefit package and quality supervision also enhancing employee work motivation should further be encouraged.

## REFERENCES

- Ali, R. and Ahmed, M. S. (2009). The impact of reward and recognition programs on employee's motivation and satisfaction: an empirical study. *International Review of Business Research papers*, Vol. 5 No. 4, pp. 270-279
- Armstrong Michael and Stephen Taylor, (2014 ) *Human Resource Management practice*, 13th edition London & Philadelphia: Kogan Page Limited Great Britain by Cambridge University Press.
- Armstrong, M., (2010). *Human Resource Management Practice*, New Delih Replika Press Pvt Ltd India.
- Armstrong, M. (2009) *A hand book of Human Resource Management practice*, 11<sup>th</sup> edition, London. Kogan page Limited publication.
- Armstrong, M. (2007). *Employee Reward Management and Practice*. London: Kogan Page.
- Armstrong, Michael (2009). *Armstrong's Handbook of Reward Management Practice: improving performance through Reward*, 3rd ed. London & Philadelphia: Kogan Page Limited Great Britain by Cambridge University Press.
- Anntonion, M. (1999). "Motivating different personality types on your team". *International journal of Human Resources*, pp. 1-3.
- Beardwell, I. and Holden, L. (1997), *Human Resource Management, Contemporary Perspective*, 2nd ed. Pitman, London.
- C. R., Kothari. 2004. *Research Methodology- Methods and techniques*. 2nd revised edition. India: New Age International (P) Limited, Publisher.
- Catherine, D. (2009). *Introduction to research methods: A practical guide for any one undertaking a research project*, 4th ed. United Kingdom: Books Ltd.
- Creswell J., 2012. *Educational Research (4th ed)*. United States: Pearson Education, Inc.
- Dasgupta, P. R. (2013). Volatility of Workload on Employee Performance and Significance of Motivation: IT sector. *International Journal of Applied Research and Studies (iJARS)*- Volume 2, Issue 4 (April-2013) , 2
- Derek, T., Laura, H., Stephen, T. 2008. *Human Resource Management*. 7th Edition. England: Prentice.

- Engelberg, E., & Sjöberg, L. (2006). *Money attitudes and emotional intelligence*. Journal of Applied Social Psychology, 36(8), 2027-2047.
- Field A. (2006). *Discovering Statistics using SPSS* (2nd ed.). London: Sage Publications.
- Greenberg J & Baron A.R (2003) “*Behaviour in Organisations*”, USA, Prentice Hall, Vol. 8, pp.188-215.
- George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference* (4th ed., Vol. 11.0 update). Boston: Allyn & Bacon.
- Gibbons, R. (1997). *In Advances in Economics and Econometrics: Theory and Applications* (vol II.). Cambridge University Press.
- Griffin, R.W. (2006). *Management*. Cengage Learning, Inc.
- Herzberg, F. Mausner, B. and Snyderman, BB. (1959). *The motivation to work*, New York: John Wiley & Sons.
- James, O. and Lucky, O. (2015). The Impact of Training on Employees Job Performance: An Empirical Study of Selected Organizations in Warri, Delta State. *Journal of Policy and Development Studies, Vol, 9*, 111-125.
- Janet, M.R. (2006). *Essentials of Research Methods: A Guide to Social Science Research*. USA: Blackwell Publishing.
- Kothari C.R.(1985). *Research Methodology Methods and Techniques*. New Delhi: Wiley Estern limited
- Kovach, K.A. (1987). What motivates Employees? Workers and Supervisors give different answers. *Business Horizons*, Sept/Oct, Vol. 30, No.6, pp. 58-65
- Kumar, Singh Satyendra.(2012). Motivation as a Strategy to enhance Organizational *Productivity*, *Advances in Managements* Vol. 5 (7) July (2012), PP. 24-27. New Delhi Limited Port-Harcourt
- Lai, C. (2009). *Motivating Employees through Incentive Programmes*. Dissertation Thesis of Bachelor Degree, Jyvaskyla University of Applied Sciences.
- Laurie, M.J. (2007). *Management and organizational behavior*. Boston: Practice Hall, Inc.

- Lin, P. Y. (2007). *The Correlation Between Management and Employee Motivation in SASOL Polypropylene in Business*, South Africa Dissertation Thesis of Master Degree, University of Pretoria, South Africa,
- Lindner, J.R. (1998). Understanding employee motivation. *Journal of Extension*, Vol.3, 1-8
- Maslow, AH (1943), "A theory of human motivation", *Psychological Review*, July 1943, PP. 370-396
- Maslow's need hierarchy (1954). : [http://www.union.umd.edu/GH/basic\\_needs/index.html](http://www.union.umd.edu/GH/basic_needs/index.html)  
(Accessed on: 02/01/2012)
- Maslow, A. H. (1943). A Theory of Human Motivation. *Psychological Review*, 50(4), 370-96
- Maslow, A.H. (1943). *A Theory of Human Motivation*. Retrieved from <http://psychclassics.yorku.ca/Maslow/motivation.htm>.
- Mathis, Robert L. & Jackson, John H. (2000). *Human Resource Management*, 9th ed. South-West publishing corp.
- Naresh Malhotra. 2007. *Marketing Research an Applied Approach*. Butterworth Heinemann; Oxford, England.
- Nzuve, S.N. (2007). *Management of Human Resources*. Nairobi: Basic Modern Management Consultants.
- Plunkett and Attner, (1986). Psychology. *Journal of personality and Social psycholoty*, Vol,51(1), 101-103
- Robbins, S.P (1986). *Organizational Behaviour: Cases, Concepts and Controversies*. Prentice
- Singh, N. (2002). Human Relations and Organizational Behavior. New Delhi: Deep and Deep Publications private limited. .
- Springer, G.J. (2011).A Study of Job Motivation, Motivation, and Performance among Bank Employees. *Global Business Vol, 5, 29-42*
- Steers, R. M. & Porter, L. W. (2011). *Motivation and work performance*. New York, NY: McGraw-Hill.

Storey, J. (2013). *Human Resource Management*. New York, NY: McGraw-Hill.

Stredwick, John (2005). *An Introduction to Human Resource Management*, 2nd ed, Elsevier Ltd.

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

Vroom, V.A. (1964). *Work and Motivation*. New York: Johan Willey and Sons.

Yongsun, P., Barbara, S. and Christy, M., (2002). “How to improve repatriation management: are motivations and expectations congruent between the company and expatriates”, *International Journal of Manpower*, 23 (7), pp. 635-675.

[/www.dashenbanksc.com/](http://www.dashenbanksc.com/).

The bank procedures, manuals, reports and Bulletins



# APPENDIX

## QUESTIONNAIRE

### St. Mary's University School of Graduate Studies

#### MBA Research on the Practices and Challenges of Employees' Motivation at Dashen Bank S.C.

##### A Questionnaire to be completed by Employees

**Dear respondents:**

The main objective of the study is to assess the practices and challenges of employees' motivation at Dashen bank S.C. Hence, this questionnaire is designed to collect primary data that helps the researcher for attain the purpose of the study. Accordingly, the researcher would request you to fill in this questionnaire carefully. Please note that all your responses will be kept confidential and just only used for the purpose of the study. Your genuine responses to the questionnaire will have great impact on the successful completion of the study.

*Thank you in advance for your cooperation and timely response!*

#### **Part I: General Information about the Respondents**

**Instruction:** - Please circle the appropriate response on the options provided.

1. **Gender:**            1) Male            2) Female
2. **Age:**                1) 21-30            2) 31-40            3) 41-50            4) Above 50
3. **Educational level:**   1) Diploma            2) First Degree            3) Master's Degree & Above
4. **Job Category**  
                                  1) Clerical                                    2) line management

## 5. Work Experience at Dashen Bank S.C

1) 1Upto 2 years

3) 6 to 10 years

2) 3 to 5 years

4) Over 10 years

## Part II: - Opinion Statement on Work Motivation

Please put ( ) mark inside the box that indicate your level of agreement for each statement.

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

### 2.1. Salary

	Statements	SD(1)	D(2)	N(3)	A(4)	SA(5)
1.	I am satisfied with the current salary I get					
2.	My salary is fair when compared with that of similar jobs in the banking industry					
3.	The salary scale of our bank treat each employee equally					
4.	Salary increment is managed fairly					
5.	Salary adjustment is made according to the cost of living					

### 2.2. Benefits

	Statements	SD(1)	D(2)	N(3)	A(4)	SA(5)
1.	Provident fund benefits are good					
2.	My medical scheme is satisfactory					
3.	I never have problems with my arrangements for leave					
4.	Transportation benefit is fair with the current cost of transportation service					
5.	The staff loan system is sufficient					

### 2.3. Working condition

	Statements	SD(1)	D(2)	N(3)	A(4)	SA(5)
1.	My working hours are reasonable					
2.	Adequacy of working tools and safety equipment to do your job well.					
3.	Your degree of satisfaction on the work place with regard to its comfort level (heat, light, noise, ventilation).					
4.	The arrangements of office layout is convenient for my job					

### 2.4. Work content

	Statements	SD(1)	D(2)	N(3)	A(4)	SA(5)
1.	I am interested in my work					
2.	My work consists of varieties of tasks					
3.	My work is the way to future success					
4.	My work creates a sense of responsibility					
5.	My work has of great value in my Bank					

### 2.5. Relation with supervisor

	Statements	SD(1)	D(2)	N(3)	A(4)	SA(5)
1.	Support me in case of problems					
2.	Treat me equally with other staffs					
3.	keeps me informed about what is going on					
4.	The relationship with my boss enables me to be open when discussing work problems					

### 2.6. Relation with co-worker

	<b>Statements</b>	<b>SD(1)</b>	<b>D(2)</b>	<b>N(3)</b>	<b>A(4)</b>	<b>SA(5)</b>
1.	There is collaboration in office work					
2.	I get the opportunity to discuss with a group of employee and work as a team					
3.	There is smooth relationship					

### 2.7. The challenges relate to extrinsic motivation

	<b>Statements</b>	<b>SD(1)</b>	<b>D(2)</b>	<b>N(3)</b>	<b>A(4)</b>	<b>SA(5)</b>
1.	Office equipments are very old					
2.	Working procedure is stagnant					
3.	Unfair treatment of staffs on promotion, giving annual leave and other rewards					

### Part III: - Ranking the Extrinsic Motivation Factory

Please rank them according to the most importance to you by

1=1<sup>st</sup> most higher    2=2<sup>nd</sup> higher    3=3<sup>rd</sup> higher    4=4<sup>th</sup> higher    5=5<sup>th</sup> higher    6=6<sup>th</sup> higher

<b>Items</b>	<b>Rank</b>
Salary	
Benefit	
Work content	
Working condition	
Relation with supervisor	
Relation with Co-worker	

## STATEMENT OF DECLARATION

I, Tsega G/mariam, hereby declare that the work entitled “Assessing the Practices and Challenges of Employees Motivation at Dashen Bank S.C” is the outcome of my own effort and study and that all sources of materials used for the study have been acknowledged. I have produced it independently except for the guidance and suggestion of my Research Advisor Asst. Professor Shoa Jemal. This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the award of Master degree in Business Administration.

Tsega G/mariam

St. Mary’s University, Addis Ababa

\_\_\_\_\_  
Signature June, 2018

## ENDORSEMENT

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

Asst. Professor Shoa Jemal

\_\_\_\_\_

Advisor

Signature

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

**June, 2018**