



**FACTORS INFLUENCING WORK MOTIVATION OF RULAR COMMUNITY  
HEALTH WORKERS: A CASE OF ADA`ADISTRICT HEALTH OFFICE, EASTERN  
SHOWA ZONE OROMIYA REGION, ETHIOPIA**

**MSWP -001**

**By**

**Sara Seyed**

**Enrollment No: ID1217119**

**Submitted To: Indira Gandhi National Open University School of Continuing  
Education (IGNOU) Department of Social work**

**November 2018**

**Addis Ababa, Ethiopia**

## DECLARATION

I hereby declare that the dissertation entitled **Factors Influencing work Motivation of Rural Community Health Workers: A Case of Ada'a District Health Office, East Showa Zone, Oromiya Region, Ethiopia** submitted by me for the partial fulfillment of the MSW to Indira Gandhi National Open University, [IGNOU] New Delhi is my own original work and has not been submitted earlier, either to IGNOU or to any other institution for the fulfillment of the requirement for any other program of the study. I also declare that no chapter of this manuscript in whole or in part is lifted and incorporated in this report from any earlier work done by me or others.

Place: Oromia Region, Ethiopia

Signature:.....

Date: November 2018

Enrolment No: ID1217119

Name: Sara Seyed

Address: Bole Sub City, District 13 Addis Ababa, Ethiopia

## CERTIFICATE

This is to certify that Ms. **Sara Seyed** student of MSW from Indira Gandhi National Open University, New Delhi was working under my supervision and guidance for her project work for the course **MSWP-001**, Hers project work **Factors Influencing Work Motivation of Rural Community Health Workers: A Case of Ada'a District Health Office, East Showa Zone, Oromiya Region, Ethiopia**, which she is submitting, is his/her genuine and original work.

Place: Addis Ababa, Ethiopia Signature .....

Date: November 2018

Name: Mr. Mosisa Kejela

Address of the supervisor

.....

Phone No:.....

## **ACKNOWLEDGMENT**

I would never have been able to finish my thesis without my advisor, Mr. Mosisa Kejela, am grateful for his excellent guidance, caring, patience, and providing me with an excellent support for doing research. I would like to thank St. Mary's University and Indira Gandhi National Open University for granting me the opportunity to complete the course and Master of Social Work with full competency.

I also appreciate Ada' a District Health and Rural development office for their great cooperation and willingness in providing the permission to conduct the research and collect the necessary information. I would also like to thank all Rural Community Health Workers for their honest answers at the time of interview;my heartfelt gratitude goes to all study participants, for their participation in the study.

# TABLE OF CONTENTS

ACKNOWLEDGMENT.....	i
List of tables and figures.....	v
List of Figures.....	v
Acronyms.....	vi
Abstract.....	vii
CHAPTER ONE.....	1
1. INTRODUCTION.....	1
Background of the study.....	1
1.2 Statement of the problem.....	2
1.3. Objectives of the study.....	4
1.3.1 General objective.....	4
1.3.2 Specific objectives.....	4
1.4. Research Questions.....	4
1.5. Significance of the Study.....	4
1.6. Scope and limitations of the study.....	4
1.7. Chapterization.....	5
CHAPTER TWO.....	6
Literature Review.....	6
2.1 Community Health Workers and Their Value to Social Work.....	6
2.2. Theories of Motivation.....	9
2.2.1. Content Theories of Motivation.....	10
2.2.1.1 Maslow’s Hierarchy of Needs.....	10
2.2.1.2Alderfer’s ERG Theory.....	11
2.2.1.3. McClelland’s Learned Needs Theory.....	12

2.2.1.4 McGregor’s Theory X and Theory Y .....	12
2.2.1.5 Ouchi’s Theory Z.....	13
2.2.1.6. Herzberg’s Two-Factor Theory .....	14
2.2.1.7 Job Characteristics Theory .....	15
2.3Summary of Different Theories .....	16
2.4. Empirical Studies on Work Motivation in Relation to RCHWs .....	18
2.5. Conceptual Framework .....	24
CHAPTER THREE .....	26
3. RESEARCH DESIGNAND METHODOLOGY .....	26
3.1. Description of the Study Area.....	26
3.2. Universe of the Study.....	26
3.3. Sampling and Sampling Procedure .....	27
3.4. Types and Sources of Data.....	27
3.5. Tools for Data Collection.....	27
3.6. Methods of Data Analysis .....	28
3.7. Definition of Variables.....	28
3.7.1. Dependent Variable .....	28
3.7.2 Definition of Independent Variables and Hypothesis.....	29
CHAPTER FOUR.....	33
4. DATA INTERPETATION AND ANALYSIS.....	33
4.1. Work Motivation Level of RCHWs.....	33
4.2. An Overview of the Results of Selected Variables under Study.....	34
4.3. Ranking of Variables According to Importance for Work Motivation.....	35
4.4. Descriptions and Association of Personal Factors and Work .....	37
4.4.1. Sex, Marital status, Age, and Service Years.....	37

4.5. Result of Other Independent Variables .....	39
4.5.1. Perception about Distance from Home Place and Personal Life.....	40
4.5.2. Work Related Factors .....	42
4.5.3. Organizational Factors.....	46
4.5.4. Working Conditions: .....	49
CHAPTER FIVE .....	51
5. CONCLUSIONS AND RECOMMENDATION .....	51
5.1. Conclusions .....	51
5.2. Recommendations .....	53
<i>REFERENCE</i> .....	55
ANNEX.....	58

# List of tables and figures

## List of tables

Table 2. 1: Herzberg's Two-Factor Theory-----	14
Table 2.2 Employee's motivation survey results-----	22
Table 4.1: Distribution of RCHWs by level of work motivation category-----	33
Table 4.2: An overview of results of selected variables under study-----	34
Table 4.3: Comparative ranking of important variables by RCHWs -----	36
Table 4.4 Association between sex, marital status, --RCHW-----	37
Table 4.5: Overall results of independent variables-----	40
Table 4.6. Perception on distance from home place and personal life-----	41
Table 4.7: Association between achievement and work motivation of RCHWs-----	42
Table 4.8: Association between advancement and work motivation of RCHWs-----	43
Table 4.9 Relationship between recognition and work motivation of RCHWs-----	44
Table 4.10: Relationship between responsibility and work motivation of RCHWs-----	45
Table 4.11: Relationship between "the work itself" and work motivation of RCHWs-----	45
Table 4.12: Relationship between socia and work motivation of RCHWs-----	46
Table 4.13. Relationship between perception about salary and work motivation of RCHWs-----	47
Table 4.14 Relationship between supervision and work motivation of RCHWs-----	47
Table 4.15: Relationship between organizational administration and RCHWs-----	48
Table 4.16: Relationship between working condition and work motivation of RCHWs-----	49
Table 4.17: Relationship between the job security and work motivation of RCHWs--	50

## LIST OF FIGURES

Figure 2.1: Maslow's Need Hierarchy higher needs emerge as lower needs are fulfilled.....	10
Table 2. 2.: Herzberg's Two-Factor Theory.....	14
Figure 2.3: Job Characteristics Model-----	16
Figure 2.4. Example of how organizations can satisfy needs at different levels of Maslow's hierarchy---	17
Figure2 5. Linking Alderfer's, Maslow's, Herzberg's, and Hackman's and Oldham's theory-----	18
Figure 2.6Conceptual Framework-----	25



## **ACRONYMS**

PASA -Perception about salary

MART-Marital status

SERV - Service years

ACHI- Achievement

ADVA- Advancement

RECO- Recognition

RESP- Responsibility

WISE -Work Itself

SWSK -Social work skill

PASA-Perception about salary

SUPE- Supervision

WOCO-Perceived working condition

DIST-Perception about distance from home place

JOSE-Job security

PELI-Personal life

## **ABSTRACT**

This research paper investigates the relationship between employee work motivation and factors affecting their motivation level, in addition the study was investigated what social work skill is missing among the Health extension workers and provide with strong recommendation that would help the policy makers, the agency and the health extension workers as well as for forthcoming researchers in the areas. It examines the main and common motivation theories and different approaches to motivate employees. Concerns found with the employee's motivation and performance and the relationship between them clearly defined in the literature review and lately have been discussed in the findings and discussions based on the data analysis done. To collect data, the total number of HWs in the district is 280. Out of them 140 HWs were selected randomly for investigation. Thus, the sample represented 50% of the total target population. Proportionate simple random sampling procedure was adopted to select the subject under study.

*Key Words: - Rural Community Health Workers, Health care service, Motivation, Performance.*

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1 Background of the Study

Among the many problems that confront human kind today, disease is the greatest of all problems. Now with the changing health service scenario and perspective in the world the time is ripe for making the need based appropriate extension strategy by which information on health care technology may be transmitted to all the potential users who can adopt those and health care for their consumption and make available for others (Samanta, 1991). In most developing countries, traditional health care dominates the attitude of the people. For national progress to occur, change in health care service backed by a strong social work extension brings a substantial change that the care is required to deliver and together it brings an aware self-care society.

Globally there is an increasing interest in community health workers performance but the gap in social work skills and adequate number of employees, the evidence with respect to their engagement, their role in community participation, empowerment and accelerated tension of community health workers to handle the expected output and outcome set in the health sector. Health Professionals (HPs) are implementers of these policies and strategies with the determinant role. So, they are expected to hear the heartbeat of the local society, in terms of health and rural development. Rural Community Health Workers (RCHW's) are effectively and efficiently discharge these responsibilities if and only if they are motivated. In the same way, the new awaking of humanism and humanization all over the world has enlarged the scope of applying principles of human resource management in organization. More and more attention has been being paid to motivational aspects of human personality particularly the need for self-esteem, group belonging, and self-actualization (Pareek and Rao, 1992).

To make employees motivated and committed to their jobs in development activities, there is a need for strong and effective motivation at the grass root level, sphere-head workers in the front-line who are RCHWs (Ayeni and Popoola, 2007). In Health organizations especially at the lower level administration and management skills, if acquired at all, are learned by trial and error. There is no continuous training and feedback that can enhance their skills and knowledge towards the social dynamics. Managers must devote considerable attention to the understating of the

motivation process so that employs will work harder and perform better to achieve the goal (Beder, 1990; Watanabe, 1991). Belay and Degnet (2004) stated that the effectiveness of health extension work highly depends on the availability of extension professionals and RCHWs who are qualified, motivated, committed and responsive to the ever-changing social, economic and political environment. It is a good beginning but lot more needs to be done in terms of RCHWs – local communities’ ratio in the rural areas. The RCHWs are not only required to have the skills and abilities but well-motivated to work under complex and fluid circumstances with little supervision. The RCHWs are expected to have diagnose farmers problem and get their willingness to act on the problem so they need effective communication, analysis and present options, based on principles of science and good Health practices, which widen the real choices available to farm families (Van den Ban, 1996).

In line with this, Ethiopia has adopted and has been vigorously pursuing NHE (National Healthy Environment) as a national development strategy. The main goal of NHE is accelerating health development by means of technological and institutional innovations, transforming the health caring system to that of more productive and effective and achieving pro-poor, gender sensitive and ecologically sounds health care and rural development. Therefore, our health care system development strategies and policies in general, and agricultural development strategies and policies in particular, are based on building the production capacity of human resources. Building the production capacity of our human resource needed to be done focusing on preparedness to work and self-initiation of our human power. This can be done by continuously improving the health care system, social work engagement and other resource mobilization through skilled manpower and professionals thereby multiplication, and dissemination of technology (FDRE, 2001).

## **1.2 Statement of the Problem**

RCHWs in Ethiopia in general and the study area face heavy work load. First, they are expected to serve many farmers and their families; secondly, they are often required to be involved in various social work activities which require social work knowledge and skills. Among their engagement they often overloaded with different assignments, such as credit distribution and collection of repayments, forecasting of input demands and input delivery, mobilizing farmers for public work, *Kebele/ Village* / administrative adjudication, and persuading farmers to become

member of co-operatives, mobilizing the community to engage in edir and ekub a traditional association as well as other saving options which are, in most cases non- extension activities which needs social work professionals in which only two exist in the district RCHW`s. Many people in the area consider them as government spokesman rather than facilitators in rural development endeavor (Belay, 2002). More over currently RCHWs look after safety net program, which would need separate employee of its own as full time. Since, they are engaged in different activities.

Related problems with extension service are the low morale and skill, absenteeism and high mobility /turn over/ and the poor incentive structures of RCHWs. They quit their job usually after they had gained experience in the field. It is the Managers responsibility to inspire their subordinates and provide support at the time of challenge, training with social skills and creating a favorable working environment But, as far as the observation of the researcher is concerned, managers and supervisors of the *woreda* (district) level of the Ministry of Agricultural and Rural Development (MoARD ) Office in the study area and probably elsewhere in the region seems not to be aware of the level of RCHW`s motivation and other conditions which leads to job dissatisfaction. Most of the time, they lack or ignore the power of the simple courtesies that go a long way. In addition, they are unable to utilize those motivational tools to maintain high level of work motivation for high productivity and moral among the employees. Under such circumstances farmers are not getting appropriate advice to solve their health-related problem. Even though there might be other factors and reasons contributing to the low performance, RCHWs have the lion`s share of contribution. Similarly, almost each and every drop of efforts for improvement of health services and rural development work passes through them.

The different reports of work evaluation of the agency reflect low morale, absenteeism, mobility/turnover, low performance, works stress, less communication and other social skill. However, there is no research conducted so far in the study area on the crucial issues of work motivation of RCHWs and the factors causing concern in influencing the work motivation among these root level functionaries. Therefore, this research will be conducted to fill this information gap.

## **1.3. Objectives of the Study**

### **1.3.1 General objective**

To find out the work motivation level of RHWs and the factors influencing their work motivation.

### **1.3.2 Specific Objectives**

Based on the general objective of the study the specific objectives are:

- To determine the level of work motivation of RCHWs in the study area; and
- To identify factors influencing work motivation of RCHWs.
- To recommend the necessary social work skill on the RCHW

## **1.4. Research Questions**

To accomplish its objectives the researcher seeks to answer the following specific questions:

- What are the factors that influence work motivation of RCHWs in the study area?
- What is the existing status of work motivation of RCHWs?
- What social work skills are required in RHEWs?

## **1.5. Significance of the Study**

The effectiveness of an extension service work depends on effectiveness of its staff specially RCHWs. This research will give concrete information about the situation of the district's RCHWs that in turn benefit the government bodies to realize the situation and take reasonable solutions. The RCHW is also benefited from the measures that are in place. Besides those direct beneficiaries, the study gives insight on the area of RCHWs in the locality; the researchers also get the necessary start up information to carry out more investigation in the area.

## **1.6. Scope and Limitations of the Study**

The effects of motivation and job satisfaction such as the impact on the mental health, family life, and turnover and so on, are presented theoretically to show the significance of the topic. The diversity of human behavior in terms of motivation, as such, the research does not claim to cover

different aspects and to provide conclusive findings in general as well as in the study area. More over due to limitation of time, financial as well as other relevant resources, the scope of this study may be limited. Besides, the accuracy of results depends on authenticity and willingness to share actual information by RCHWs during investigation.

## **1.7. Chapterization**

The study is organized into the following five chapters: The first chapter deals with introduction to the subject matter, it describes the Rural Community Health Workers, key concepts used throughout the thesis with definitions. Second chapter focus on literature review on the motivational theories and studies. Chapter three contains the methodological framework, including study design, choice of data and how these choices are justified in methodological considerations. Chapter four presents interpretation and the analysis of the study. In chapter five, summarize and provide concert recommendation for those who are the direct and indirect consumers of the study.

# CHAPTER TWO

## LITERATURE REVIEW

This part of the thesis provides the reader with the concepts related with rural community health workers value to social work, important theories, facts, models and different empirical studies on motivation factors in order to increase the understanding of the area under investigation. Finally, the frame work of this study is presented based on the explanation on the issue under consideration.

### **2.1 Community health workers and their value to social work**

The use of community health workers (CHWs) as social justice and health advocates has a long and upstanding history both internationally and domestically in disenfranchised communities and in the public health, nursing, and biomedical literature (for example, Eng & Young, 1992; Israel, 1985; Lewin et al., 2005; Navarro et al., 1998; Norris et al., 2006; Swider, 2002; Two Feathers et al., 2005; Witmer, Seifer, Funocchio, Leslie, & O'Neil, 1995). CHWs have become vital to linking underserved populations to health and social service systems. Indeed, national priorities focused on eliminating health disparities, such as Healthy People 2010, call for innovative and effective approaches that address social determinants of health, with CHW interventions emerging as a promising approach in health care settings. Their value and potential role in the social work practice and research literature has been largely absent. Yet social workers and CHWs share a common value base of social justice; client and community empowerment; and commitment to culturally appropriate, effective, and sustained change. Thus, the purpose of this integrative review is to discuss the role of CHWs in promoting social justice and their utility in enhancing the work of social workers in community settings. CHWs go by many names, including lay health advocates, promotores(as) de salud, family health advocates, community health advisors, outreach educators, peer health promoters, peer health educators, community health representatives in Native American Nations, and natural helpers, to name a few. Although there are various definitions of what a CHW is, the U.S. Department of Health and Human Services, Health Resources and Services Administration, Bureau of Health Professions (HHS, HRSA, BHP, 2007) defined CHWs as lay members of communities who work either for pay or as volunteers in association with the local health care system in both urban and rural environments and usually



share ethnicity, language, socioeconomic status and life experiences with the community members they serve. Similarly, the CHW Special Primary Interest Group of the American Public Health Association (2006) added the following: “A [CHW] is a frontline public health worker who is a trusted member of and/or has an unusually close understanding of the community served.” CHWs often work in partnership with states and health care systems. Rather than replace health care and social service providers, CHWs complement services delivered through formal systems by enhancing the range of comprehensive and supportive services, generally in a cost-efficient and effective way (Goodwin & Tobler, 2008).

The Role of CHWs Although there is a multitude of roles and responsibilities of CHWs, seven core roles were identified by Rosenthal et al. (1998) in their National Community Health Advisor Study: (1) providing cultural mediation between communities and health and human services systems, (2) providing informal counseling and social support, (3) providing culturally appropriate health education and information, (4) advocating for individual and community needs, (5) ensuring that people obtain necessary services, (6) building individual and community capacity, and (7) providing basic screen services. A primary function of CHWs is to link community residents and vital health care and social services, acting as a bridge between individuals and families with significant needs and the institutions and organizations that provide assistance and care (Love, Gardner, & Legion, 1997; McElmurry, Park, & Buseh, 2003; Satterfield, Burd, Valdez, Hosey, & Eagle Shield, 2002). CHWs increase access to services by serving as navigators through the complex systems of care. CHWs also provide other services, from case management, referrals, other direct services, such as first aid, to interpretation and translation services (HHS, HRSA, BHP, 2007). For example, in the REACH Detroit Partnership Family Intervention, CHWs assisted in the development and implementation of the project’s culturally tailored Journey to Health/Camino a la Salud diabetes education curriculum; conducted regular home visits with clients to discuss healthy change goals and provide both instrumental and emotional support; and accompanied clients to clinic visits with their primary care provider to support clients in asking relevant questions about their disease, navigating the system, and providing translation services (Two Feathers et al., 2005). Like social workers, CHWs also play a significant role in helping to address economic, social, and political rights of individuals and communities in which they work (Pérez & Martinez, 2008). For example, in the Poder es Salud/Power for Health Project, CHWs described their role as being not solely that of providers of service, but as community organizers who engaged in leadership

development and capacity-building activities as their primary methods of change (Farquhar et al., 2008). A major goal of this project was to address health disparities by addressing community-level social capital. Guided by community-based, participatory research principles (see Israel, Schulz, Parker, & Becker, 1998) and popular education methodology, CHWs worked with faith communities and other community organizations to organize and facilitate community meetings to identify community strengths and needs and create a list of specific goals and solutions (Farquhar, Michael, & Wiggins, 2005). CHWs in this study described how they addressed community concerns by teaching community members how they can solve problems and have the power to effect change through a series of capacity-building projects (Farquhar et al., 2008).

**CHWs and Social Workers: Shared Values** Perhaps the most important reason for believing that CHWs hold great potential for social workers lies in the value base of the profession—for example, empowerment, cultural competency, self-determination, service, human relationships, human rights, dignity and worth of the person, and social justice (NASW, 2008). CHWs promote practical benefits, “demonstrating how the issues that people face in their lives, both those directly related to health and those that result from social, economic, cultural, or political exclusion, impact their life condition” (Pérez & Martinez, 2008, p. 11). Within the framework of empowerment, the use of CHWs builds the capacity of community residents and CHWs alike to develop important skills and abilities and to gain access to resources and mastery over their own lives (Eng, Parker, & Harlan, 1997; Eng & Young, 1992; Plescia, Groblewski, & Chavis, 2008). CHWs also promote shared power in partnership with professionals and with systems that dictate health and well-being. The model takes seriously clients as experts in their own lives and as active claimants who can act to transform their world. It promotes citizen participation to achieve goals through a critical understanding of the sociopolitical environment, building on client strengths, capacities, and resources. Ultimately, these factors can enhance the sustainability of community practice efforts and strengthen the social capital within communities. Further inquiry into the attributes of CHWs and their working environment may provide greater insight into how CHWs are involved in social change efforts and how their unique position within and

Spencer, Gunter, and Palmisano / Community Health Workers and Their Value to Social Work 171 understanding of a community may support efforts to address root causes of disparities (Ingram, Sabo, Rothers, Wennerstrom, & Guernsey de Zapien, 2008). Opportunities to expand CHWs’ capacity to advocate on a community level and engage in efforts to pursue structural changes that will address

health inequities (Ingram et al., 2008) would align closely with social workers who are involved in community organizing and policy-advocacy efforts, particularly those that engage community residents in addressing community-identified concerns. This is particularly true for organizers who are not from the community of interest or do not share common racial, ethnic, or language characteristics with community residents and therefore take on secondary and tertiary organizing roles (Rivera & Erlich, 1995). Collaboration with CHWs also represents culturally competent practice. Arizmendi and Ortiz (2004) noted that the CHW approach to organizing closely resembles the Latin American approach advocated by Paulo Freire (1972): “pedagogical action that involves dialogue, reflection and communication, and the creation of a critical consciousness that leads the people to take action against injustice and to accept total responsibility for needed change” (p. 28). Arizmendi and Ortiz stated that an “indispensable precondition” for joining and working with people in their fight against injustice is “trusting the people.” This approach is not unlike those that are suggested for culturally competent practice in social work (Spencer & Clarke, 2006; Spencer, Lewis, & Guterrez, 2000). Beyond cultural competence, the CHW approach promotes cultural humility, which has been described by Tervalon and Murray-Garcia (1998) as a lifelong commitment to self-evaluation and self-critique, to redress power imbalances and to develop and maintain respectful dynamic partnerships based on mutual trust. Thus, cultural humility connotes a deference of one’s own cultural beliefs and assumptions, which can be clouded by hegemony and racism, and it can be aided by the insights and the participation of CHWs (Chàvez, Minkler, Wallerstein, & Spencer, 2007). (Source: -Michael S. Spencer, Kathryn E. Gunter, and Gloria Palmisano)

## **2.2. Theories of Motivation**

Theories of motivation fall into two categories: content theories and process theories. Content theories focus on the factors within the individual or person that energize, direct, sustain, and stop behavior. They attempt to determine the specific needs that motivate people. Process theories on the other hand, describe and analyze how behavior will energized, directed, sustained, and stopped by factors primarily external to the person. Both categories have important implications for managers, who by the nature of their jobs are involved with the motivational process (Gibson *et al.*, 2000). However this study is focused on the content theories of motivation.

## 2.2.1. Content Theories of Motivation

Employees bring to a work situation their feelings, beliefs and a repertoire of behaviors that determine their modus operandi on day-to-day basis. It is for this reason that managers constantly seek to understand, explain and if possible to predict the nature of their employees' behavior. Content theories of motivation attempt to explain and describe factors within the person that energize, direct, sustain and stop behavior. They provide a framework for managers to gain insights about their employees' internal state. The major content theories of motivation include: -

1. Maslow's Hierarchy of Needs
2. Aderfer's ERG Theory;
3. McClelland's Learned Needs Theory
4. McGregor's Theory X and Theory Y
5. Ouchi's Theory Z
6. Herzberg's Two-Factor Theory
7. Job Characteristics Theory

### 2.2.1.1 Maslow's Hierarchy of needs

One of the most widely cited and discussed motivation theory is the need hierarchy model proposed by Abraham Maslow (Figure 2.1). The lowest level needs are the physiological needs, and the highest-level needs are for self-actualization (Maslow, 1970).

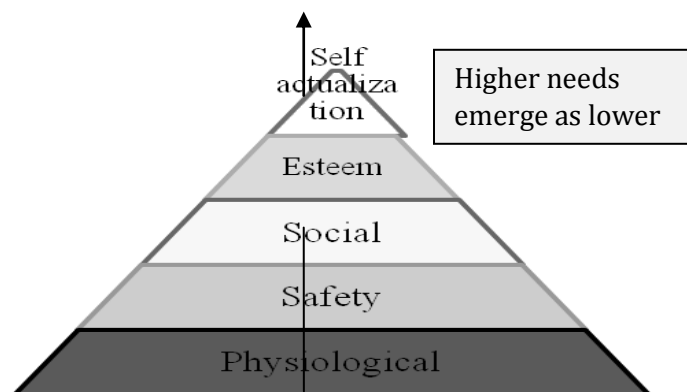


Figure 2.1: Maslow's Need Hierarchy higher needs emerge as lower needs are fulfilled

Source: Adopted from (Maslow, 1970).

1. Physiological: the need for food, drink, shelter, and relief from pain.
2. Safety and security: the need for freedom from threat; that is, the security from

threatening events or surroundings.

3. Social, belongingness, and love: the need for friendship, affiliation, interaction, and love.
4. Esteem: the need for self-esteem and for respect from others.
5. Self-actualization: the need to fulfill oneself by maximizing the use of abilities, skills, and potential.

Maslow's theory assumes that a person attempts to satisfy the more basic needs (Physiological) before directing behavior toward satisfying upper level needs (self-actualization). According to Maslow, a satisfied need ceases to motivate. When a person decides that he/she is earning enough pay for contributing to the organization, money loses its power to motivate. The hierarchy does explain aspects of human behavior in society, but it's not accurate or thorough enough to explain individual level behavior because;

1. It is one directional in approach. It sees the satisfaction of lower order needs as a prerequisite for one to move to the next level of need. It does not say what happens when a higher order need such as self-actualization is frustrated or is no longer motivating.
2. It does not take into consideration cultural variations of people. For example, needs, work styles, and work ethics may differ across cultures.
3. The theory cannot be used to predict the behavior.

### **2.2.1.2 Alderfer's erg Theory**

Alderfer agrees with Maslow that needs are arranged in hierarchy. However, his proposed need hierarchy involves only three sets of needs.

1. Existence: - needs satisfied by such factors as food, air, water, pay, and working conditions,
2. Relatedness: - needs satisfied by meaningful social and interpersonal relationships.
3. Growth: - needs satisfied by an individual making creative and productive contributions.

Alderfer's three needs - existence (E), relatedness (R), and growth (G), or ERG - correspond to Maslow's in that the existence needs are similar to Maslow's physiological and safety categories; the relatedness needs are similar to the belongingness, social and love category and the growth needs are similar to the esteem and self-actualization categories (Kovach, 1999).

### **2.2.1.3. McClelland's Learned Needs Theory**

David C. McClelland has proposed a learned needs theory of motivation closely associated with learning concepts. He believes that many needs are acquired from the culture of a society. Three of these learned needs are the need for achievement (*n Ach*), the need for affiliation (*n Aff*), and the need for power (*n Pow*). McClelland suggested that when a need is strong in a person, it effects to motivate his/her to use behavior leading to its satisfaction. For example, a worker with a high *n Ach* would set challenging goals, works hard to achieve the goals, and use skills and abilities to achieve them.

Regardless of his contribution McClelland was criticized for the use of projective techniques to determine the three needs, because:

- The interpretations and weighing of a story are at best an art than a science. Some scholars question how Thematic Apperception Test (TAT) is validated.
- McClelland's claim that (*Ach*) learned conflicts with a body of knowledge/literature stating that motives are normally acquired in childhood and are difficult to alter in adulthood. McClelland acknowledges this problem but points to evidence in politics and religion to indicate that adult behaviors can be changed.
- McClelland's notion of learned needs is questioned on the grounds of whether needs are permanently acquired. Research is needed to determine whether acquired needs lost over a period of time (Gibson *et al.*, 2000).

### **2.2.1.4 McGregor's Theory x and theory y**

McGregor's Theory X, is based on the assumption that people are inherently bad. This represents a pessimistic view of human nature. According to this theory, people do not really want to work - they have to be pushed, closely supervised, and threatened with some type of punishment. He believed that workers have little or no ambition, prefer to avoid responsibility and will seek security as their major goal.

Theory X reflects the "carrot and stick" philosophy, combining punishment and rewards to motivate employees. The carrot and stick image itself creates a negative attitude toward workers. The manager or supervisor who views others as lazy, incompetent, reluctant to accept responsibility, and interested only in a paycheck often treats subordinates with distrust, suspicion and little respect. This leads to a form of supervision where in faultfinding, blaming, and

reprimands are frequent (Reece *et al.*, 1996). When a manager has low expectations about his employees, his expectations tend to become self-fulfilling prophecies. If a manager believes his employees are bad, employees tend to behave in displeasing ways. This is the negative side of its effect (Middlebrook, 1980).

On the other hand, McGregor's Theory Y has premised on the assumption that people are inherently good. This reflects an optimistic view of human behavior. According to this theory, work is as natural to people as play or rest. Peoples' attitudes toward work depend on their previous job experiences and the conditions surrounding the job itself. If employees are able to understand and relate to their personal goals, to their organization's goals, they will tend to be somewhat self-directed and will not need to be threatened or coerced into working. When given the proper encouragement, people will seek, rather than avoid, responsibility, and they will often exercise considerable imagination and creativity in carrying out their duties. A healthy, mutually supportive relationship based on trust, openness, and mutual respect can create a work climate in which employees want to give more of them (Reece *et al.*, 1996).

### **2.2.1.5 Ouchi's theory z**

Professor William Ouchi formulated Theory Z to describe characteristics common to certain successful Japanese and American companies. Organizations dedicated to this management style generally have a lifetime employment policy. Even when sales are down, employees are not likely to be laid off and thus have good reason to feel that their own long-term fate is tied to the company's. Workers are likely to perform job tasks conscientiously and enthusiastically to achieve a perfect final product (Middlebrook, 1980).

There is open communication, both vertically and horizontally, with complete trust amongst groups and individuals, because all employees have the same goal: the good of the company. Employees see themselves as family with the company as the parent that looks after their welfare. Theory Z also assumes that the best management approach involves workers at all levels. In theory Z, organizations employees gain a psychological sense of belonging because most decisions are made in the groups. Collective decision-making in these companies encourages ownership of decisions, and commitment to goals set. No one in the groups will try to sabotage the company or its mission and values (Reece *et al.*, 1996).

With egalitarianism as a central feature - this theory implies that each person can apply discretion

and can work autonomously without close supervision, because they are to be trusted. Trust - the belief that individual and organizational goals correspond, accounts for the high levels of commitment, of loyalty, and of productivity (Kini and Hobson, 2002).

### 2.2.1.6. Herzberg's two-factor Theory

Tietjen and Myers (1998) say Herzberg's Two-Factor Theory developed because of his inquiry about the attitudes of employees. Herzberg developed two distinct lists of factors. One set of factors caused happy feelings or a good attitude within the worker, and these factors, on the whole, were task related. This intrinsic set of factors is called motivators and these include recognition, achievement, growth (possibility of growth), advancement, responsibility, and work itself.

*Table 2. 1: Herzberg's Two-Factor Theory*

Hygiene Factors	Motivational Factor
Quality of supervision	Career Advancement
Rate of pay	Personal growth
Company policy	Recognition
Working conditions	Responsibility
Relation with others	Achievement
Job security	

*Source: (Tietjen and Myers, 1998)*

The other grouping is primarily present when feelings of unhappiness or bad attitude are evident, and these factors are not directly related to the job itself, but to the conditions that surround doing that job. The second group of factors, Herzberg called hygiene factors (extra-job factors). These include salary, interpersonal relations-supervisor, interpersonal relations-subordinates, interpersonal relations-peers, supervision-ethical, company policy and administration, working conditions, factors in personal life, status, and job security. Motivators refer to factors intrinsic within the work itself like the recognition of a task completed. Conversely, hygiene factors tend to include extrinsic entities such as relations with co-workers, which do not pertain to the worker's



actual job.

Gibson *et al.*, (2000) say motivators pertain to the job content. Their absence does not prove highly dissatisfying. However, when present, they build strong levels of motivation that result in good job performance. Therefore, they are called satisfiers or motivators. On the other hand, hygiene factors pertain to the job context. The presence of these conditions to the satisfaction of the employee does not necessarily motivate him, but their absence results in dissatisfaction. Because they are needed to maintain at least a level of “no dissatisfaction,” the extrinsic conditions are called dissatisfies, or hygiene factors. Nevertheless, according to Vaughn, (2003) although the hygiene factors do not directly motivate, they are a necessary base to prevent dissatisfaction, while serving as a starting point for motivation.

### **2.2.1.7 Job Characteristics Theory**

Kini and Hobson (2002) seek to identify task characteristics of jobs, how these characteristics combined to form different jobs, and their relationship to employee motivation, satisfaction, and performance. The Hackman-Oldham job characteristics model, a derivative of this theory developed in Japan contends that providing employees with task variety, task identity, task significance, task autonomy, and feedback, will lead to three critical psychological states (experienced meaningfulness of the work, experienced responsibility for outcomes, and knowledge of the actual results) which, in turn, will lead to high internal motivation, high quality work performance, high work satisfaction, and low absenteeism and turnover (Hackman and Oldham, 1980).

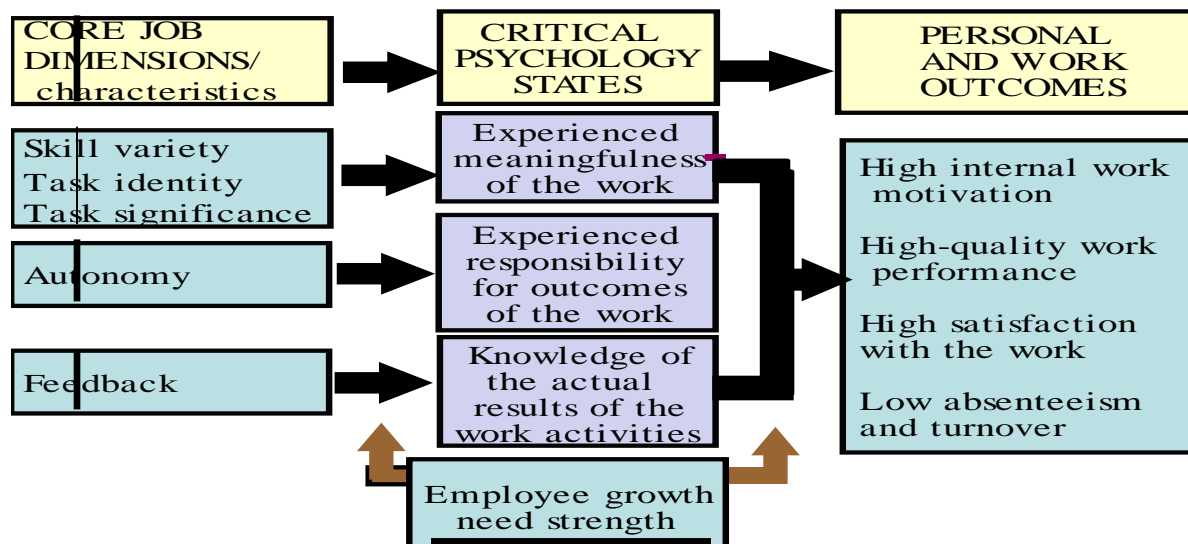


Figure 2.2: Job Characteristics Model

Source: (Hackman and Oldham, 1980)

The work of Kini and Hobson (2002) indicates that the implications of this theory for management are that in order to keep employees motivated and satisfied in their jobs managers must:

- Provide their employees with a variety of skills in the workplace;
- Change the nature of employees' jobs from time to time to prevent boredom;
- Constantly point out that the tasks that employees do for the organization is important in achieving company objectives;
- Give employees the freedom and independence to structure, schedule (within the constraints of the company) their tasks; and
- Provide constant feedback as to how employees are measuring to set goals.

## 2.3 Summary of Different Theories

Maslow's theory about human motivation can be applied to work situations as well. It provides useful information for work motivation. As already mentioned, every person strives for the fulfillment of certain needs. Thereby, an individual's actual state in certain overall need classifications determines his/her behavior at work (Maren, 2002). In other words, the state where an employee is in the ladder on hierarchy of needs have to be identified in order to motivate

people's work behavior. The knowledge of an employee's unfulfilled needs or needs that influence their work motivation may enable an organization to fulfill that needs thereby to increase work motivation and enhance work performance.

Figure 2.2.shows example of how organizations can motivate employees at all levels of the need hierarchy.

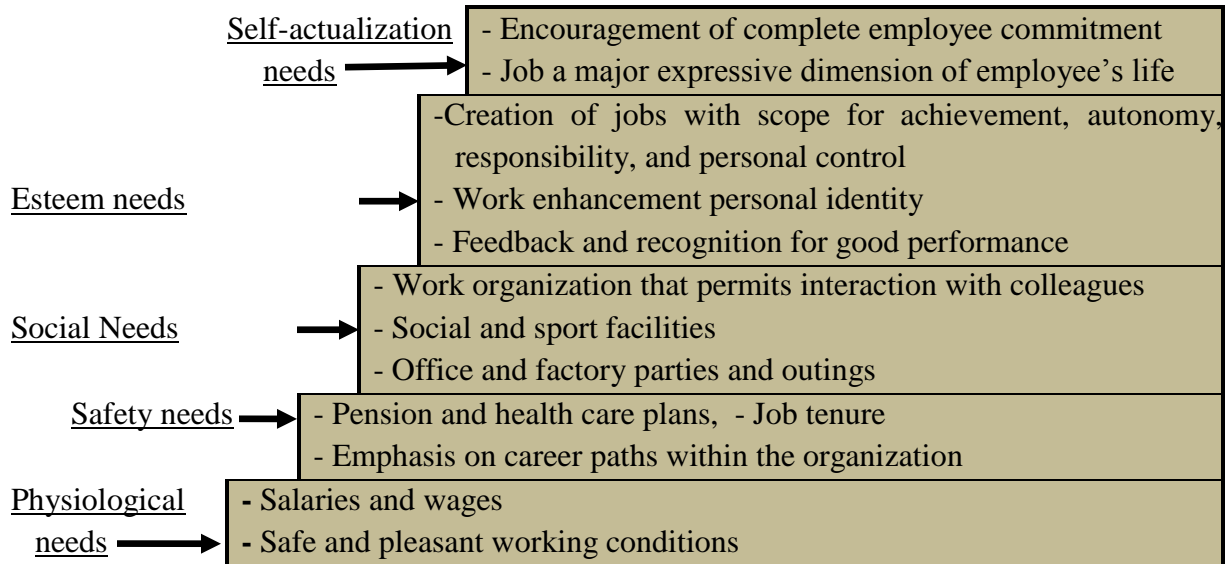


Figure2.3. Example of how organizations can satisfy needs at different levels of Maslow's hierarchy

Source: Maren, 2002.

Figure2.3 also indicates Maslow's five basic needs, which all individuals uphold. Moreover, he argued that lower level needs have to be satisfied before the next higher level needs occur and the behaviors of the individual determine (Tietjen and Myers, 1998). Maren (2002) argued that this theory is often applied to the work situation although; this is not what Maslow originally intended. It provides useful indications on the motivation of employees such as various needs of people, the state where people are in the ladder on hierarchy, and the various motivators that might be applied to individuals at different levels. In addition, Tietjen and Myers (1998) have indicated this theory influenced management approaches and the design of organizations, despite existing criticism, and generated attention toward various motivators. It also inspired studies and research in the field of individual motivation.

The four theories among discussed before could be summarized as indicated in Figure 2.4 below.

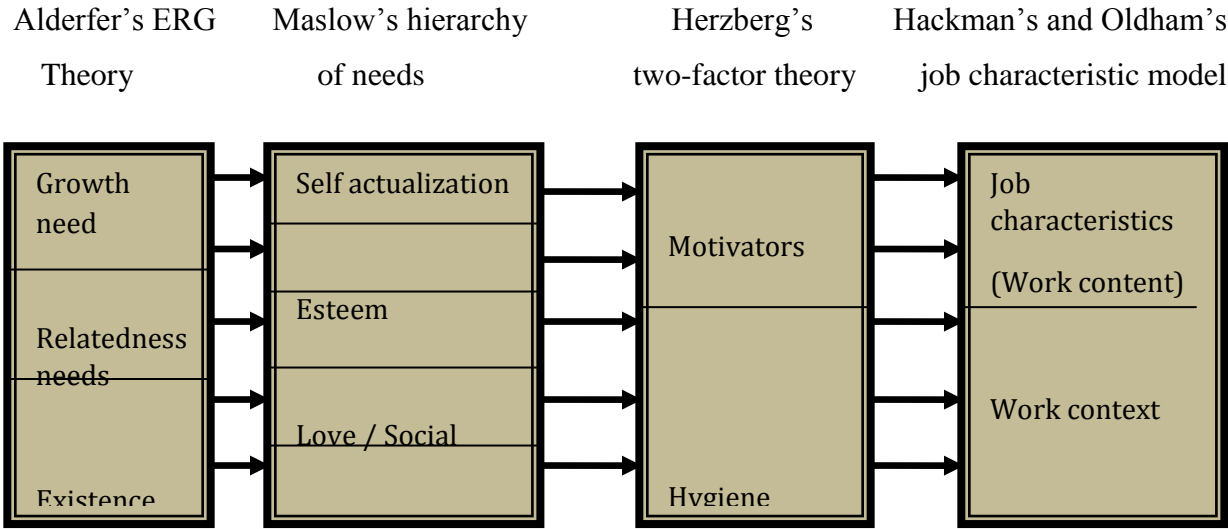


Figure 2.4. Linking Alderfer's, Maslow's, Herzberg's, and Hackman's and Oldham's theories

Source: Modified Maren, 2002 formulation

## 2.4. Empirical Studies on work Motivation in Relation to Rchws

It is hard to find any study on work motivation of RHWs in the country. Therefore, it was difficult for the researcher to present any empirical evidence on the issue relevant to this part of the world. However the studies conducted elsewhere especially in the developing countries were reviewed and presented in this chapter.

The work motivation and morale of extension staff, as reported earlier, are very poor in many countries. The reasons are many. The bureaucratic structure of extension administration, lack of rewards and incentives, poor facilities, poor promotional avenues, and the low esteem given to extension are the major causes of poor motivation and morale. Extension supervisors should have the ability to motivate and lead the field extension workers so that the field agents perform more than routine jobs, and supervisors should be involved in attaining excellence in extension work. This calls for extension managers having an understanding of various theories of motivation as applicable to frontline RCHWs. Therefore, a knowledge of major theories of motivation such as Maslow's hierarchy of needs theory, Herzberg's two factor theory, McClelland's need theory, Theory X and theory Y, and expectancy theory of motivation is essential (Stoner and Freeman,

1992). Hayward (1990) suggested that extension organizations in developing countries do not have clearly defined job descriptions or job specifications for extension personnel. There might be an effort somewhere to improve the preparation of job charts, work plans, and time-bound work for different categories of extension personnel. However, the actual utility of job descriptions in extension organizations is complicated by factors such as work overload, seasonality of extension, the range of cropping systems, and distribution of extension service over a large area. Studies analyzing the role of RCHWs reveal that they face work-related problems such as role ambiguity and lack of job authority, expertise, and accountability (Vijayaragavan and Singh, 1989). This shows that job analysis needed to improve the performance and effectiveness of RCHWs, unless it leads to de-motivation of RCHWs.

The success of extension service depends on the selection of qualified and motivated personnel. Testing cognitive ability including a knowledge test or skill ability test and an aptitude test or non-cognitive test is a measure of behavioral dimensions which are important for field-level extension personnel, including concern for and commitment to rural people, empathy, problem-solving orientation, high motivation to influence and educate farmers, ability to work under unsupervised and difficult village conditions, patience and persistence, and team spirit. Ability test is inevitable for selection (FAO, 1998). Since the job of RCHWs calls for technical skills as well as commitment and willingness to live in rural area with the farmers, educate rural people, an appropriate selection system is essential to insure the right selection.

Hayward(1990) revealed that managers and supervisors of extension organizations need training not only in the technological aspects but also in human relations, problem solving, sensitivity towards disadvantaged groups, and the basic concepts of management. There is a great need for management development programs in extension organizations, because they face complex situations due to changing agricultural scenarios. Further, extension managers have to be exposed to modern management techniques and methods. In India, separate institutes called MANAGE has been established to train senior extension managers in managerial skills and human relations(FAO, 1998). Performance appraisal is a process of evaluating employee performance in order to guide and develop the employee's potential. In many extension organizations which are government departments, the performance appraisal is nothing more than a confidential judgment of work done and a character report used to facilitate disciplinary action or promotion. The RCHWs do not get feedback about their performance. Extension organizations need to have an

open appraisal system to provide feedback and opportunities for open discussion with RCHWs on their performance, because they have immense potential to grow and develop. This system can create a healthy working climate and RCHWs motivation (FAO, 1998).

The other important aspect of human resource management that needs special attention in extension organizations is the development of a reward system that will attract, retain, and motivate extension personnel, as well as provide training and promotional opportunities. Extension organizations like our country have a poor reward system (Vijayaragavan, 1994, Belay, 2002). The RCHWs are not only poorly paid but are paid late and after reminders or visits to head-quarters (Wiggins, 1986). Most of the extension services are run by government agencies and operate under rules and regulations of public administration. These rules do not have provisions for rewarding superior performance or for a wage system based on merit. Promotion criteria are based on seniority and length of service. Thus, the bureaucratic structure of extension services is a basic hindrance to designing a better reward system (Vijayaragavan and Singh, 1992).

The earlier approach to human resource development emphasized individual development through training and proper supervision. However, with the increasing complexity of organizations and society, it was soon realized that training individuals plays only a limited role in the development of organizations. The need for improving the quality of work life through making the job more motivating and productive will greatly felt. Factors such as the nature of the job or the role and involvement of employees in work decisions are important for improving the quality of work life. The methods used to do so are job enrichment, job design, and role interventions (Pareek, 1993). An understanding of these methods and their application in extension organizations are essential for extension managers to improve the motivation and performance of RCHWs. Studies have shown that the work environment of extension organizations is poor and needs improvement (Jhamtani and Singh, 1992). Job enrichment refers to detailed analysis of the work to know the factors, which make it a motivating experience. Job enrichment uses the job as the medium of developing employees and changing organizational practices. Some of the factors, which increase work motivation, are; sense of achievement in the job, recognition for the job, the nature of the work itself, and opportunities to learn new things and grow. The principles of job enrichment, according to Herzberg (1966), are removing controls while retaining accountability, introducing new tasks, giving a complete unit of work, granting job freedom, and helping employees to

become expert in their tasks. These principles can be practiced by extension managers to increase the quality of work and job satisfaction among extension personnel. From the above discussions, one can conclude, an efficient extension organization needs to develop the capability of responding to changes in relation to its environment. Mallilo (1990) stated that extension organizations have to cope with changes within and outside the organization, such as changes in farm technology, communication methods, needs of farmers, rural situations, export and import of farm produce, and market economy. Whitt (2004) notes that organizational development allows for planned changes in the organization's tasks, techniques, structure, and people. Attitudes, values, and practices of the organization are changed so that it can cope with changing situations. The RCHWs also gain motivation and greater skills to deal with new problems. This avoids RCHWs from unnecessary affection of the morale (Mallilo, 1990). Hertzberg, *et.al.*, (1967) claimed that one of the major reasons for measuring work motivation is to answer the question, "what does the worker want from his / her job?" and that the answer to this question will assist management in discovering new methods of motivating employees. There are many reasons that an individual will remain within a given organization. Some of these reasons include salary, benefits, job security, and the ability to retire within the organization (Jennings, 1998). Whitt (2004) discovered that management actions affected employee motivation, with some being positive and negative. Cano and Miller (1992) found that in a study of secondary agricultural education teachers, there was not a significant relationship between length of service and overall motivation. This is in agreement with Jennings (1998), who concluded those years of service, was not an accurate predictor of motivation. It is the view of Barnett and Louderback (1971) that when organizations such as the extension service, administrators must analyze clientele needs and determine effective organizational changes necessary to meet these needs. An organization's success or failure depends on the members who are responsible for carrying out the organization's mission. Any change that is to be effectively implemented must provide its workers with an increased source of motivation. Research by Mallilo (1990) suggests that because motivation was dependent on a number of different factors and was subject to change, administrators should conduct periodic needs assessment to determine the level of motivation of personnel and identify methods for increasing motivation. The work of McCaslin and Mwangi (1994) asserts that continuous, accurate, and objective staff evaluations were essential to improving DAs' job satisfaction, performance and productivity.

Therefore, staff performance should be assessed based on standards that employees perceive to be fair, achievable, and equal for all. McCaslin and Mwangi (1994) also noted that agents' personal characteristics were not as important for motivation as were job satisfaction factors. Therefore, extension administrators could improve agent's motivation and job satisfaction by giving less attention to personal characteristics of agents and more attention to important factors in job satisfaction such as evaluation, dependable supervisors, work incentives, pay, and praise and job security. A study, published in 1999 by Kenneth Kovach of George Mason University, compared employees' ranking of what they wanted from their jobs with what their bosses thought was important to the employee. The result of the study was somewhat surprising. At the top of the employees' list was interesting work, followed by appreciation of work, a feeling of being "in on things", job security and good wages (Table 1). Employers thought good wages, job security, promotion/growth, good working condition, and interesting work were most important to their staff.

*Table 2.2 Employee's motivation survey results*

Employees' Ranking	Items	Employers' Ranking
1	Interesting work	5
2	Appreciation of work	8
3	Feeling "in on things"	10
4	Job security	2
5	Good wages	1
6	Promotion/Growth	3
7	Good working conditions	4
8	Personal loyalty	6
9	Tactful discipline	7
10	Sympathetic help with problems	9

*Source: (Kovach, 1999)*

James (1998) according to employees at Piketon Research and Extension center, the rank order of motivating factors were: (a) interesting work, (b) goodwage, (c) full appreciation of work done, (d) job security, (e) good working condition, (f) promotion and growth in the organization, (g) feeling of being in on things, (h) personalloyalty to employees, (i) tactful discipline, and (j)



systematic help with personal problems. Another study of employees, conducted by Harpaz (1990), yielded the following order of motivational factors among the employees: (a) interesting work, (b) good wages, and (c) job security. In the three studies cited above, interesting work ranked as the most important motivational factor. Pay was not ranked as one of the most important motivational factors by Kovach (1999), but was ranked second in the research by Harpaz (1990) and James (1998). Full appreciation of work done was not ranked as one of the most important motivational factors by Harpaz (1990), but was ranked second by James (1998) and Kovach (1999). The discrepancies in these research findings support the idea that what motivates an employee differs given the context in which the employee works. What is clear, however, is that employees rank “interesting work” as the most important motivational factor.

A study by McCaslin and Mwangi (1994) of 325 randomly selected RCHWs from Kenya’s Rift Valley (Africa) concluded, in decreasing order of importance, the eight factors to be important for agents’ motivation as: evaluation, dependable supervisor, work incentives, pay, praise and work location, housing and transportation, job security, and administration and supervision. The McCaslin’s and Mwangi’s study conclude a very important step in improving RCHWs’ motivation, and by implication, performance and productivity had to select and train individuals for supervisory positions that have desirable leadership qualities and good interpersonal communication skills. An agent’s motivation may also be increased by tying pay to performance, providing job security, evaluating RCHWs objectively and showing concern for their both productivity and welfare.

The agent’s perception as merit has often been ignored in selecting staff for further training, causing frustration and lowering their motivation. The findings of the study support Vroom’s recommendation that staff performance should be fair, achievable, and equal for all. The entire incentive system needs administrative backing and attention; and employees should be treated equally. Furthermore, they concluded that identical rewards for all employees are ineffective in motivating employees. Rewards must be based on individual performance (McCaslin and Mwangi, 1994).

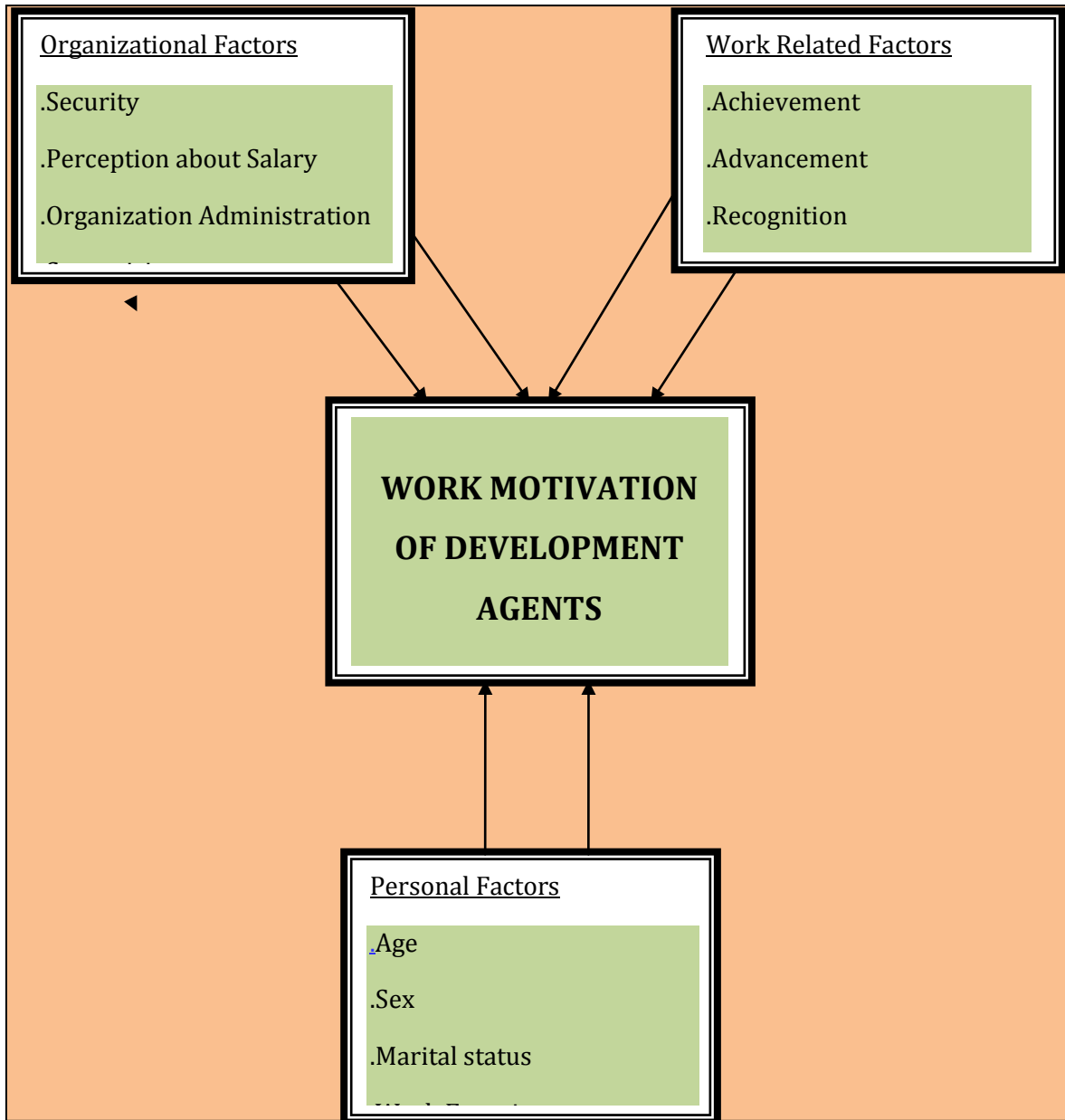
According to Purcell (2003), RCHWs who were employed at an older age stayed with the profession longer than those who were employed directly after graduation from college. RCHWs were satisfied with in-service training, subject matter support, and guidance from their supervisors. Both the resigned and stayed group of RCHWs were satisfied with the community, organizing programs,

and program success. Squire (1982) conducted a quantitative study of RCHWs who resigned from their job. He studied the factors that influenced the agents to leave their positions. The factors that influenced RCHWs to leave their profession were salary, opportunity for promotion, weekend and evening work, meetings, and pay per hour of work. The reasons cited for agents resigning from the profession according to Manton and van Es (1985) were changes in family, opportunity, advancement, professional growth, and dissatisfaction with administration. In a summary of Ohio's cooperative extension service Exit (2003) interviews from 1997- 2001 by Rousan (1995), employee resigned and completed the exit interview process. In this summary of results, employee gained the most satisfaction while working with RCHWs and their interaction with co-worker/people, opportunities for professional growth, working with community/clientele, and having the freedom to develop their program area. The main reasons found for RCHWs leaving the profession were job/career opportunity elsewhere, not enough professional/personal growth, retirement, stress between co-worker and low pay scale. Rousan (1995) completed a study of agent's turnover in Ohio state university RCHWs who had voluntarily resigned. The quantitative study included 67 RCHWs and focused on three factors of turnover-organizational; individual work related; and individual non-work-related factors. When studying non-work related items turn over, receiving another job offer, family obligations, and not having enough time for developing and/or maintaining relationship, changing and unclear policies, office politics between values of the person and work requirements of the job were reasons for leaving extension.

## **2.5. Conceptual Framework**

From the above literature review, it can be understood that work motivation of RCHWs is vital for improving agricultural extension service, thereby agricultural output. In Ethiopia poor agricultural extension service is causing different problems. The low agricultural production and productivity, low dispersion of technologies are among the problems. In order to crumb this constraint and improve the service, identification and working on the problems that influence work motivation of RCHWs is essential. This can be done through analyzing different factors significantly influencing the work motivation of RCHW. Based on the literature reviewed and findings of the past empirical studies the conceptual framework of the study was formulated. As indicated in Figure 2.5 organizational factors, work related factors and personal factors are expected to influence the work motivation of RCHWs. The strength and direction of influence can be different from factor to factor. The graphic presentation of the framework is as follows;

Figure 2.5 Conceptual Framework



Source: -Koedinger, Anderson, Hadley, & Mark, 1997

## **CHAPTER THREE**

### **3. RESEARCH DESIGN AND METHODOLOGY**

The purpose of this study was to determine the factors that influence motivation of RCHWs at work. The thematic foundation of this research study rests on need based approach or content theory of motivation.

#### **3.1. Description of the Study area**

The study was conducted in Ada'a District Health office, East Showa zone of Oromiya Regional State, which is located at east of Addis Ababa on 66km. The agro-climate of the district is mid low land most of its land form is dissected plateau. There are 70 Kebele Administration in the district. In each Kebele, there is a minimum of 4 Development Agents who are assigned to supervise the activities every time. Totally about 280 Development Agents are employed in the district. The RCHWs are accountable for the district level office through the supervisors.

#### **3.2. Universe of the Study**

The purpose of this study is to determine the factors that influence motivation of RCHWs at work. The thematic foundation of this research study rests on need based approach or content theory of motivation. According to kombo and troupe (2006:76) a universe of study is a group of individuals, objects or items from which the samples are taken for measurement. The respondents of the study will be conducted in Ada'a District Health office, East Showa zone of Oromia Regional State, which is located at east of Addis Ababa on 44km. This will consist of current rural health workers and the surrounding farmers and parents and district assembly and Non-Governmental Organization official. There are 70 Kebele Administration in the district. In each Kebele, there is a minimum of 4 Health Workers who are assigned to supervise the activities every time. Totally about 280 Health Workers are employed in the district. The HWs are accountable for the district level office through the supervisors. reports, records of RCHWs and unpublished documents of district agricultural and rural development office. The other related information and primary data will be obtained from the RCHWs by using appropriate data collection instruments

### **3.3. Sampling and Sampling Procedure**

The total number of HWs in the district is 280. Out of them 140 HWs were selected randomly for investigation. Thus, the sample represented 50% of the total target population. Proportionate simple random sampling procedure will be adopted to select the subject under study. The following procedure will be followed.

Stage1.The Ada'a District Health Office was selected purposely for the study because I can simply get different information there.Stage2.To get the whole population, the updated list of total number of HWs and their names were taken from District Health and Rural Development offices. Based on the list obtained, from total number of the population, proportionate number of the HWs is set for each kebele. The total number of HWs in each were listed separately. Then, using the simple random sampling technique, the proportionate numbers of HWs was be selected to construct sample. Stage3.Finally, the total 140 HWs were selectedas sample size of the study .

### **3.4. Types and Sources of data**

Data collected for this research were both quantitative and qualitative in nature. For this, both primary and secondary data were used. To get background information and the number of RCHWs of the study area, secondary sources were reviewed. Secondary data sources were reports, records of RCHWs and unpublished documents of woreda Health and rural development office.

### **3.5. Tools for data Collection**

**Data collection tools:** -The tool used in this research for data collection was questionnaire. Questionnaire was pre-tested before its distribution to respondents. Based on the results of pre-test, necessary modifications were made. Finally, the modified questionnaire was used for the collection of data from the study sample.

**Data collection technique:** -Data collection work was done through the use of specific questionnaire which was distributed among the sample, collected together at district towns. Direct contact with all respondents was made and they were explained the purpose for the research and the possible benefits. They were assured of total anonymity and privacy of opinions revealed in

the instrument. The questionnaires were self-administered; but respondents filled them up under direct supervision of the researcher.

### **3.6. Methods of Data Analysis**

**Descriptive statistics:** Relevant descriptive statistical tools like mean, standard deviation, percentage, and frequency of occurrence were used to reach the study objectives meaningfully.

To assess the level of work motivation of RCHWs comparative analysis, suggested by McCaslin and Mwangi (1994) and Cano and Miller (1992) was used by making necessary amendment after the pilot test of the questionnaire. Each work motivation question had a five points (Likert-type scale) 1=Strongly Disagree, 2=Disagree, 3=Uncertain, 4=Agree and 5=Strongly Agree. The answers to these questions by respondents were computed to assess the level of work motivation of the respondents. The level of work motivation of the respondent constituted the base for scoring by the RCHW respondent on the dependent variable. The researcher hopes to gain insight into work motivation of a RCHW to determine the level of their work motivation , in the process the researcher will also learn what social work skills are missing and contributing to low work motivation which in turn lads to low work performance. Therefore, the researcher wanted to study work motivation hoping to be able to show a clue to bring a change in work motivation thereby in the organizational performance. The items prepared for work motivation measure were given weighted scores as per the response and summed up, that gave score of the dependent variable.

### **3.7. Definition of Variables**

The research design and methodology for a particular assignment depends, to a great deal, up on the nature of the research assignment and the objectives of the research. It is essential, at the beginning of the exercise to lay down the research variables, which have emerged from the review of literature and materials available, on the issue under investigation.

#### **3.7.1. Dependent Variable**

**Work Motivation:** -isa process that accounts for a RCHWs intensity, direction and persistence of efforts towards better performance to attaining organizational goals. Work motivation was measured by identifying RCHWs intensity, direction and persistence to attain organizational goal.

Respondents are classified in to three work motivation categories viz. low, medium and high based on their deviation from the mean of over all work motivation score. This gave work motivation level of RCHWs as

dependent variable with an ordinal nature. Based on the result the motivation at work was categorized as *low motivated*, *medium motivated*, and *highly motivated*.

### **3.7.2 Definition of Independent Variables and Hypothesis**

**Age (AGE):** Refers to age of the respondent RCHWs in years, the age of RCHWs given with the rational number value. Older RCHWs mostly have their own family, and are expected to shoulder the burden of family and an interest to take care of family members. Younger RCHWs are more likely expected to be free from family related issues. Therefore, younger RCHWs were expected to be motivated more in work since they are free from different burdens related to family. It was expected to have negative relationship with the work motivation of RCHWs.

**Sex (SEX):** This refers the sex of the RCHWs. Sex is dummy variable and takes the value 1 if female, 2 otherwise. In this study sex was expected to be negatively related to work motivation in favor of man.

**Marital status (MART):** Marital status in this study considered as a dummy representing the respondents RCHWs marital status. It takes the value of 1 if married, 2 otherwise. Unmarried RCHWs were more likely to be motivated in work since they are relatively free from different burden related to family. In this study unmarried RCHWs were expected to have high work motivation than married.

**Service years (SERV):** Service years refers to the years of RCHWs work within the organization. Service years were expected to have negative relationship with the work motivation of RCHWs. It was measured with the rational number value given for the number of year's respondent works as a RCHWs.

**Achievement (ACHI):** This is to specific successes, such as the successful competition of a job, solutions to problems, vindication, and seeing the results of your work. This variable was hypothesized to have positive relationship with work motivation of RCHWs.

**Advancement (ADVA):** This refers to designate an actual change which enhances position or status at work. Professionally or in their career structure development opportunity can be key motivator for many RCHWs. So, it was hypothesized to have positive relationship with work motivation of RCHWs.

**Recognition (RECO):** Operationally this can be defined as acts of notice, praise, or blame supplied by one or more supervisor, peer, colleague, management person, client, and/or the general public. Also recognition includes RCHWs recognition by formal or informal recognition systems with recognition events held per period. RCHWs can be motivated more to work hard if they know their organization reorganizes and appreciates their contribution. So, it was expected to have positive relationship with work motivation of RCHWs.

**Responsibility (RESP):** Being given control of personal work or the work of others and/or new job responsibilities. It is expected that as RCHWs given responsibility to make ultimate, decision on issues under his/her responsibility, s/he may have motivated more. If there was an interference of supervisor and others RCHWs motivation could be influenced significantly. Therefore, responsibility was expected to have positive relationship with work motivation of RCHWs.

**Work Itself (WISE):** This means the actual job which a RCHWs is expected to perform in the organization as part of his duty. If the nature of job is interesting to the RCHWs, s/he is likely to be motivated more towards the work and vise-versa. In the present study “work itself” was expected to influence the work motivation positively. It was measured by Likert-type 5-point continuum scale.

**Social work skill (SWSK):** The relation with super ordinates, farmers, colleagues, and other workers around require a better social work skill. creating connections between vulnerable populations and healthcare systems and achieving the organizational and personal goal with good interpersonal relations is expected to have positive relationship with the work motivation of RCHWs and vice versa. In the present study good social work skillis expected to influence the work motivation positively.

**Perception about salary (PASA):** This variable operationally defined as the perception of RCHWs about the adequacy of their salary. It was expected that if they perceive as their salary is low, their work motivation will be low or if they perceive their salary is high enough, their work motivation will be high. So it was hypothesized to have positive relationship with the work motivation of RCHWs.

**Supervision (SUPE):** Operationally this can be defined as the supervisors’ accessibility, ability, and willingness to guide, motivate, teach, and fairly treat subordinate, and so on. Most of the



employees want to work under or with influential and fair persons. Such persons have great place in the future carrier of RCHWs. If the supervisor is comfortable to RCHWs in line with above mentioned criteria, he/she is likely to be motivated towards the work and vise-versa. In this study supervision was expected to influence the work motivation positively.

**Organizational Administration (ORAD):** This means availability of clearly defined rule, regulations, procedures, fairness, and transparence especially those relating to RCHWs, administrative decisions and adequacy of organization and management. If the organizations administration is comfortable to them RCHWs are expected to have high work motivation If not they were expected to be demotivated. It was expected to be related with work motivation of RCHWs positively, (and measured using five-point Likert-type scale with response s ranging from 1 highly discouraging to 5 highly motivating).

**Perceived working condition (WOCO):** This variable refers to physical condition in which RCHWs work, facilities available, tools, space and other environmental aspects. As it is known the RCHWs are working in rural areas with farmer where there are no good facilities. Even if great facilities were not expected, the presence of residence, market in the near vicinity etc are very crucial. The working condition was hypothesized to have positive relationship with work motivation of RCHWs.

**Perception about distance from home place (DIST):**For the purpose of this study this variable defined as the distance of working place from the RHWs family residence. The working place of RHWs may be far from his or her family. It is expected that long distance of placement from home place discourage RHWs. In the present study this variable was expected to influence work motivation negatively.

**Job security (JOSE):**Job satisfaction for the purpose of this study can be defined as freedom from insecurity, such as loss of position or loss of employment altogether. If they assume as they loss their job at any time in the future suddenly, they will highly frustrated. So, it was hypothesized that the absence of security negatively affects the work motivation of RCHWs.

**Personal life (PELI):** This variable was operationally defined as the influences of personal work on his/her life and/or family life. E.g. stress, unsocial hours or moving hours. This personal life factor for motivation is when there is spillover, where non work life spill over to the work life and

vice versa. In this study personal life was expected to influence work motivation positively.

**Measuring Independent Variables:** Except the Age, sex, marital status and service years, other variables were measured using five-point Likert-type scale (Mueller, 1986; McCaslin and Mwangi, 1994; Maren, 2002; purcel, 2003; Tyillan, 2005; Belaynesh , 2008).

The questionnaire was consisted of five parts. The first part of the questionnaire was about the demographic character of the respondent. The 2<sup>nd</sup> part of the questionnaire was about overall work motivation consisted 7 items, five point Likert-type scale with responses ranging from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree). Negative items were recoded (1 represented the lowest and 5 the highest level of work motivation. Part 3 of the questionnaire consisted of questionnaires as modified by researcher, to measure the Herzberg *et al*, motivator-hygiene factor. The response of this questionnaire was the same with part two. The fourth part of the questionnaire was also designed to get factor which influence work motivation in different way than part three with Likert-type scale (1= Highly discouraging, 2= Discouraging, 3= Neutral, 4= Motivating, 5=Highly motivating). Fifth part was consists different additional questionnaire. Almost all questionnaires were adopted and modified form (Castillo and Cano, 2004; McCaslin and Mwangi, 1994, Mueller, 1986).

The result of one-item measure of factors for work motivation utilized in current study was not different from the questionnaire of part three. Castillo and Cano (2004) identified the one-item measure of factors for work motivation utilized in their study was not different from the previous study index of Brayfield and Rothe. Additionally, the two measures one-item measure and measuring with index were very strongly related. Their research finding implies that the single-item measure of factor should be adopted and used in the study of work motivation and job satisfaction.

## CHAPTER FOUR

### 4. DATA INTERPETATION AND ANALYSIS

Work motivation is often the most important factor in an organization's success. Extension administrators and office heads need to understand clearly the factors that influence work motivation of their employees to ensure that extension mission can be accomplished effectively. This study was designed and conducted to determine the work motivation level and to indicate factors which influence the work motivation of RCHWs in Ada'a *woreda*.

This chapter begins with demographic data of the survey participants, followed by analysis using different statistical tools. First part of the chapter covers analysis related to the level of work motivation of RCHWs. Nextpart explains the factors which influence the work motivation, which are the result of dependent and independent variables, in which also the social work skill gap will be identified In general, the results of the study are guided by three specific objectives outlined in chapter 1.

#### 4.1. Work Motivation Level of Rchws

The distribution of RCHW respondents by level of work motivationcategory is presented in Table 4.1 below.

*Table 4.1: Distribution of RCHWs by level of work motivation category*

No	Work motivation category	Score	Frequency	Percentage	Mean
1	Low motivated	11-18	31	22.7	3.212
2	Medium motivated	19-28	80	57.1	
3	Highly motivated	29-34	29	20.7	
	Total		140	100.0	

As it is indicated in Table 4.1. above obtained score of work motivation ranges from 11 to 34. The work motivation categories were calculated on the bases of mean and standard deviation. First objective of this study was to determine RCHWs current work motivation status. The above Table presents the RCHWs' motivational-level scores. The overall mean motivational-level score was

3.212 on a scale of 1 to 5 (1=lowest & 5=highest). This indicated that the work motivation level of RHWs was almost medium and need efforts to improve. Following Ebrahim (2005) and Addis (2007) the RCHW respondents were categorized into low, medium and high work motivation categories based on their deviations from the actual mean score distribution. Accordingly, those who score 11- 18, 19-28 and above 29 were categorized into low, medium and high work motivation, respectively. The results of this study shows that 22.7% (n=31), 57.1% (n= 80), and 20.7% (n=29) of RHWs were low motivated, medium motivated high motivated respectively. This is one of the evidence for low provision of extension service for farmers of the area. Therefore, it is important to identify the reasons causing this undesirable level of work motivation. Snell (1999) says work motivation is everything. Without work motivation even the most talented people will not deliver to their potential. With work motivation, others will perform above the level expected for their intelligence and academic ability. He further asserts that it is an organization's staffs, not their managers, who ultimately have the power to boost or reduce its productivities.

## 4.2. An Overview of the Results of Selected Variables Under Study

Before explaining the independent variables separately, it was thought proper to present a general scenario prevailing in the study area in relation to selected variables. This explains what is more important to the RHWs for their motivation towards work in the organizations. The data are recorded in Table 4 .2 as follows:

*Table 4.2: An overview of results of selected variables under study*

No	Variables	Min	max	Sum	Mean	Std Deviation	Variance	Rank
1	Stimulating social work skill	1	5	543	3.88	.885	.784	1
2	Full responsibility of work	1	5	518	3.70	1.097	1.204	2
3	Good achievement opportunity	1	5	456	3.26	1.311	1.718	3
4	Good job security	1	5	429	3.06	1.189	1.413	5
5	Good working condition	1	5	359	2.56	1.183	1.399	6
6	Good personal life	1	5	355	2.39	1.256	1.578	7

7	Favorable distance from home	1	5	355	2.39	1.227	1.506	8
8	Good working time	1	5	329	2.35	1.319	1.740	9
9	Good advancement opportunity	1	5	295	2.11	1.227	1.506	10
10	Good supervision mechanism	1	5	291	2.08	1.039	1.080	11
11	Good recognition mechanism	1	5	291	2.08	1.212	1.469	12
12	Good organizational administration	1	5	277	1.98	1.147	1.316	13
13	Good or attractive salary	1	5	273	1.95	.955	.911	14

The above Table 4.2 gives a clue about the prevailing scenario of the organization as a whole based on the variables under study from the respondent RCHWs point of view. The mean of the factors indicates the probability level of the factors presence in organization in relation to work motivation of RCHWs. From the variables listed above, Social work skill, full responsibility of work given to RCHWs, and achievement opportunity scored highest mean (3.88, 3.70, and 3.26 respectively). On the other hand, recognition mechanism, organizational management, and the attractiveness of salary gets lowest score with the mean (2.08, 1.98, and 1.95) respectively. The above scenario captures the essence of the problem facing RCHWs in the study area in relation to work motivation.

### **4.3. Ranking of Variables According to Importance for Work Motivation**

Respondents were asked to rate the importance of factors for their work motivation as they perceive in the organization. The rank orders of the importance of factors were identified through using the mean of score values of the factors. The factor that got the lower means score value was taken as the most important factor for creating work motivation of RCHWs. For this analysis RCHWs (N = 140)) participated. Thirteen items were provided to give the number according to its strength of creating work motivation for RCHWs.

Table 4.3: Comparative ranking of important variables by RCHWs and managers towards work motivation

Development Agents'				Office workers' and managers'			
Variables	Total	Average	Rank	Variables	Total	Average	Rank
Advancement in social work career	642	4.62	1	Attractive salary	126	4.2	1
Recognition	712	5.08	2	Placement in near distance	152	5.07	2
Attractive salary	723	5.16	3	Secured job	161	5.37	3
The work it self	777	5.55	4	Favorable working condition	168	5.6	4
Fair organizational administration	798	5.70	5	Advancement	171	5.7	5
Achievement	813	5.81	6	Recognition	182	6.7	6

Table 4.3 indicates that the six priority needs of the RCHWs were: (a) advancement and skill, (b) recognition, (c) attractive salary, (d) the work itself, (e) fair organizational administration, and (f) achievement in their descending order. In other side, office workers including managers' priority for the included six items was: (a) attractive salary, (b) placement in near distance from home place, (c) job security (d) favorable working condition, (e) advancement, and (f) recognition. The RCHWs thought attractive salary, placement in near distance and job security are important to their RCHWs work motivation but from their `respondents' point of view, advancement and skill was found as the first ranked variable which contributes to the work motivation of RCHWs. This was followed by recognition and attractive salary. Further, it can be observed from data that achievement was not considered important by RCHWs for work motivation. The officer's priorities for the work motivation of RCHWs is mismatching with the preference of RCHWs. Managers often think monetary incentives are the best way to motivate RCHWs, but more often non-monetary incentives are best. This gap may be contributing to the low level of work motivation among the RCHWs in the study area. Therefore, what managers, supervisors, team leaders and other concerned bodies in office level perceive as the ignition of the work motivation of RCHWs and what they themselves feel as a work motivator should coincide with each other. Unless the officers directly address the preferences of RCHWs, all efforts will miss the target.

## 4.4. Descriptions and Association of Personal Factors and Work Motivation

From the personal factors sex, marital status, age, and service years were analyzed separately based on the nature of the data collected. Similarly, distance from home place and “personal life” was analyzed together with other variables for descriptive statistics.

### 4.4.1. Sex, Marital Status, age, and Service Years

The demographic data presented in this section collected in order to obtain a profile of the respondents and to give a better understanding of the population and to be able to compare results with the motivational level of the RCHWs. The result of association between sex, marital status, age, and service years of the respondent and work motivation were analyzed using Chi-square correlation. The results are presented in Table 4.4 below.

*Table 4.4 Association between sex, marital status, age, and service years and work motivation of RCHWs*

Personal(Demographic) factors	Category of motivation level						total		
	Low		medium		high		f	%	
	f	%	f	%	f	%			
Sex	male	25	17.9	70	50	27	19.3	122	87.1
	female	6	4.3	10	7.1	2	1.4	18	12.9
	total	31	21.1	80	57.1	29	20.7	140	100
Marital status	married	10	7.1	25	17.9	9	6.4	44	31.4
		21	15.0	55	39.3	20	14.3	96	68.6
	Not married	31	22.1	80	57.1	29	20.7	140	100
Age	20-23	5	3.6	12	8.6	6	4.3	23	16.4
	24-28	11	7.9	33	23.6	7	5.0	51	36.4
		4	2.9	15	10.7	8	5.7	35	24.8
	29-32	7	5.0	15	10.7	6	4.3	28	20.0
		4	2.9	5	3.6	2	1.4	11	7.9
	33-37	31	22.1	80	57.1	29	20.7	140	100
	≥38								
Total									

	1-3	7	5.0	20	14.3	12	8.6	39	7.9
	4-7	14	10.0	36	25.7	9	6.4	59	42.1
Service year	8-11	3	2.1	14	10.0	4	2.9	21	15.0
		7	5.0	10	7.1	4	2.9	21	15.0
>= 12		31	22.1	80	57.1	29	20.7	140	100
Total									

Table 4.4 indicates that a bigger percentage 87.1% (n=122) of RHWswere male. The rest (n=18, 12.9%) of the respondents were female. The result of the statistical analysis shows that there was no significant relationship between work motivation of the RCHWs and gender. The insufficient number of female extension workers is one of the problems observed in the extension service of the study area. The relationship between sex and work motivation reveals that male and female RCHWs have similar work motivation level. But it was hypothesized that men motivated more than women.

The empirical studies done by Belay and Deginet, (2004) and Belaynesh, (2008) also reveal that agricultural extension services in the country are male-dominated from the national to the local level. This has an implication to address the needs and problems of women farmers, because front-line, male extension workers tend to work with male farmers and sometimes with female household heads. Majority of the respondents were found married (n=96, 68.50%). Though, marital status was hypothesized to influence work motivation of RCHWs in favor of unmarried RCHWs. Contrary to this as the result indicates in Table 6, there was no relationship existed between marital status and work motivational level of the RCHWs. This finding is in line with the study conducted by Herzberg et al., 1957. However, other study has shown a relationship between marital status and work motivation, indicating that married Agents have more motivation than that of unmarried agents (Fetsch and Kennington, 1997). It can be seen from the Table 6that a considerable percentage of the respondents, 36.4% (n= 51) were between 24 and 28 years of age. Only 7.9% (n=11) of respondents fell in the age category of 38 years and above. The mean age of the extension agents was 29 years but there were extreme variations, the oldest being 51 and the youngest 20 years old. Almost 92% of the respondents were less than 38 years old. Even though the statistical analysis did not show any significance, but there existed a weak negative relation between age of the respondents and their work motivation level. It was hypothesized that the younger RCHWs are highly motivated. The statistics of directional measure indicates weak



negative relationship between age and work motivation .Therefore, even though it was not significant, the hypothesis seems to be true.

The possible reason for negative relationship may be that as the age increases diversified need becomes more apparent. Due to the absence of transport facilities in the rural area, they are walking on foot. Further as their age increases they feel more discomfort to be at *kebele* level. This finding is similar with the findings of Belaynesh (2008). It is indicated in Table 6, the majority of the RCHWs (70.0 % n=98) in the sample had 7 or less years of work experience with the organization. The relationship between service years and work motivation level of the respondents was negative and very weak. It was statistically insignificant. The possible reason for this negative relationship may be that as the service year increases the RCHWs start looking at different work opportunities and comforts outside the organization. They become fed up with same culture of their organization and same management issues. When they enter in the organization their need was only to have the employment opportunity. Their need changes with the passes of time. This is what Maslow's need hierarchy theory says about. Using five need hierarchy classification Maslow reasons that as a person moves up in life his needs change and if a person is unable to access needs appropriate to him he will basically be dissatisfied, even though he may not know it. Once a person has fulfilled his physiological, safety and status needs s/he works first for status and then for actualization.

The finding of this study are not in agreement with the findings of Cano and Miller (1992) who found in a study of secondary agricultural education teachers that there was not a significant relationship between length of service and overall motivation. The similar findings were reported by Jennings (1998), who concluded those years of service, was not an accurate predictor of motivation. As the service years increases the work motivation is decreases.

#### **4.5. Result of other Independent Variables**

There were 17 independent variables examined in the study. Four variables among personal factors (sex, age, marital status and service years) were analyzed separately. The results related to remaining 13 independent variables are presented in Table 4.5 as follows:

Table 4.5: Overall results of independent variables

Independent No variable	Highly discouraging		Discouraging		Neutral		Motivating		Highly motivating		Mean
	f	%	f	%	f	%	f	%	f	%	
1 Achievement	1	0.7	5	3.6	11	7.9	60	42.9	63	45.0	4.2786
2 Advancement	24	17.1	60	42.9	33	23.6	21	15.0	2	1.4	2.4071
3 Recognition	35	25.0	31	22.1	12	8.6	39	27.9	23	16.4	2.8857
4 Responsibility	3	2.1	22	15.7	7	5.0	53	37.9	55	39.3	3.9643
5 Work it self	10	7.1	30	21.4	53	37.9	31	22.1	16	11.4	3.0929
6 social work skill	11	7.9	19	13.6	40	28.6	47	33.6	23	16.4	3.3714
7 Perception about salary	38	27.1	57	40.7	19	13.6	21	15.0	5	3.6	2.2714
8 Supervision	44	31.4	56	40.0	26	18.6	9	6.4	5	3.6	2.1071
9 Organization administration	19	13.6	82	58.6	13	9.3	22	15.7	4	2.9	2.3571
10 Working condition	11	7.9	71	50.7	15	10.7	31	22.1	12	8.6	2.7286
11 Distance from home place	38	27.1	42	30.0	36	25.7	14	10.0	10	7.1	2.4000
12 Job security	19	13.6	65	46.4	17	12.1	34	24.3	5	3.6	2.5786
13 Personal life	28	20.0	47	33.6	34	24.3	25	17.9	6	4.3	2.5286

It is clear from the data incorporated in Table 4.5 above that achievement, responsibility of work and social work skill are important factors motivating to RCHWs towards the work. On the other hand recognition, perception about salary, supervision and distance from home place were among the highly discouraging factors leading to demotivation towards work. Surprisingly, advancement in the career and organizational administration did not contribute at all in motivating DAs in the study area. The frequencies of RCHWs for different variables vary greatly across the 5 categories on the continuum.

#### 4.5.1. Perception About Distance From home Place and Personal life

Association between distance of placement from home place and personal life of RCHWs with work motivation RCHWs were analyzed using Cross tabulation and Chi-square. The results are presented in Table 4.6 below.

Table 4.6. Perception on distance from home place and personal life with work motivation of RCHWs

Variables		Work Motivation level						Total f %	Mean
		Low		Medium		High			
		f	%	f	%	f	%		
Perception about distance from home place	Very discouraging	13	9.3	18	12.9	7	5.0	38 27.1	
	Discouraging	14	10.0	26	18.6	2	1.4	42 30.0	
	Neutral	4	2.9	21	15.0	11	7.9	36 25.7	
	Motivating	0	0	12	8.6	2	1.4	14 10.0	
	Highly motivating	0	0	3	2.1	7	5.0	10 7.1	
Total		31	22.1	80	57.1	29	20.7	140 100	2.400
Personal life	Highly discouraging	15	10.7	9	6.4	4	2.9	28 20.0	
	Discouraging	10	7.1	34	24.3	3	2.1	47 33.6	
	Neutral	6	4.3	19	13.6	9	6.4	34 24.3	
	Motivating	0	0	17	12.1	8	5.7	25 17.9	
	Highly motivating	0	0	1	.7	5	3.6	6 4.3	
Total		31	22.1	80	57.1	29	20.7	140 100	2.529

Table 4.6 shows the existence of association between distance from home place and work motivation in the work context of RCHWs which is statistically significant at less than 1% level. RCHWs were placed in all rural Kebeles far or near regardless of the distance from their home place. Obviously the RCHWs were expected to work where ever they were placed. As mentioned earlier there were no transportation facilities and this forced them to stay away from their family minimum for four working days. They have no chance to transfer at the woreda level office. These are among the reasons causing concern to RCHWs leading to demonization at work. In this context Belaynesh (2008) in her study in relation to the competence of RCHWs, reported that lack of transport facilities was found among the factors which contribute to less competence. Her finding goes in line with the result of this study.

About personal life of RCHWs, the result presented in Table 8 above indicates that one third (33.6%, n=47) of the respondents were not happy and discouraged. There was a significant relationship and positive association less than 1% level between personal life and work motivation level of RCHWs. Integration of work with personal demands- such as family commitment, leisure activities, school and friends- are probably concerns for RCHWs which is reflected in the study results.

#### 4.5.2. Work Related Factors

The results on work related factors are presented in this section. The factors considered under this sub section includes; achievement, advancement, recognition, responsibility and the work itself.

*Table 4.7: Association between achievement and work motivation of RCHWs*

No	Achievement	Categorized motivational level						Total	
		Low		Medium		High		f	%
		f	%	f	%	f	%	f	%
1	Highly discouraging	1	.7	0	0	0	0	1	.7
2	Discouraging	0	0	5	3.6	0	0	5	3.6
3	Neutral	3	2.1	8	5.7	0	0	11	7.9
4	Motivating	15	10.7	33	23.6	12	8.7	60	42.9
5	Highly motivating	12	8.6	34	24.3	17	12	63	45.0
Total		31	22.1	80	57.1	29	20.7	140	100

It can be clearly seen from Table 4.7 above that achievement was found to be the important motivation factor among the respondents. From the total, 45% (n=63) of the RHWs were highly motivated and 42% (n=60) expressed they were motivated with the achievement. Only 4.3% (n=6) of the respondents were found below the neutral range. The analysis revealed that there is positive association and significant relationship at 10% level between achievement and work motivation of RCHWs. In view of the results it can be safely concluded that achievement is a determinant factor for work motivation among the RCHWs.

*Table 4.8: Association between advancement and work motivation of RCHWs.*

No Advancement	Categorized motivational level							
	Low		Medium		High		Total	Mean
	f	%	f	%	f	%		
1 Highly discouraging	8	5.7	14	10	2	1.4	24	17.1
2 Discouraging	17	12.1	32	22.9	11	7.9	60	42.9
3 Neutral	6	4.3	22	15.7	5	3.6	33	23.6
4 Motivating	0	0	11	7.9	10	7.1	21	15.0
5 Highly motivating	0	0	1	.7	1	.7	2	1.4
Total	31	22.1	80	57.1	29	20.7	140	100

Table 4.8 indicates that of the total respondent's 42.9 percent (n=60) of them expressed advancement factor was discouraging and 17.1 percent (n=24) as highly discouraging. Surprisingly advancement was viewed as highly motivating factor by a meager percentage of respondents. The statistical results show a significant and positive relationship between advancement and work motivation of RCHWs. The possible reason for this finding could be the absence of learning opportunity in their career when compared to other government employees at the *kebele* level. The other reason could be that the chances of promotion avenues are very few for RCHWs. These could be the possible reasons why they were discouraged by advancement opportunity.

Table 4.9 Relationship between recognition and work motivation of RCHWs

No	Recognition	Categorized motivational level						Total f %	Mean	
		Low		Medium		High				
		f	%	f	%	f	%			
1	Highly discouraging	15	10.7	19	13.6	1	.7	35	25	2.886
2	Discouraging	10	7.1	16	11.4	5	3.6	31	22.1	
3	Neutral	2	1.4	10	7.1	0	0	12	8.6	
4	Motivating	4	2.9	22	15.7	13	9.3	39	27.8	
5	Highly motivating	0	0	13	9.3	10	7.1	23	16.4	
	Total	31	22.1	80	57.1	29	20.7	140	100	

As association in Table 4.9, 25% (n=35) of the respondents were highly discouraged and 22.1% (n=31) discouraged by the existing recognition system of the organization. The discouraged and highly discouraged RCHWs were greater than the motivated (27.8% n=39) and highly motivated respondents (16.4%, n=23). The rest 8.6 percent (n=12) fell in the middle (neutral) position. The statistical results shows that recognition is highly significant at <1% level and the correlation result tells about the existence of strong positive association between recognition and work motivation of RCHWs . In line with this Maren (2002) states “keep in mind that a simple ‘thank you’ still goes a long way with employees. Your employees will be more motivated to work hard if they know you recognize and appreciate their contribution”. The indications are thus recognition is among key factors which influence work motivation of RCHWs. Additionally, Tyilan (2005) noted that many employees report that what really matters to them is personal attention and public recognition. Employees that receive attention and recognition for their achievements are more likely to feel valued and motivated.

Table 4.10: Relationship between responsibility and work motivation of RCHWs

No	Responsibility	Categorized motivational level						Mean		
		Low		Medium		High			Total f %	
		f	%	f	%	f	%			
1	Highly discouraging	3	2.1	0	0	0	0	3	2.1	3.964
2	Discouraging	7	5.0	14	10.0	1	.7	22	15.7	
3	Neutral	0	0	7	5.0	0	0	7	5.0	
4	Motivating	11	7.9	29	20.7	13	9.3	53	37.9	
5	Highly motivating	10	7.1	30	21.4	15	10.7	55	39.3	
	Total	31	22.1	80	57.1	29	20.7	140	100	

Responsibility is significant at 1% level and has positive association with work motivation of RCHWs. This means responsibility contributed to work motivation of RCHWs. Further 39.3% (n=55) RCHWs were highly motivated and 37.9%, (n=53) were motivated. This gives the second position for responsibility from among the variables selected under study. From the total respondents only 2.1% (n=3) were highly discouraged with the existing responsibility being shared by them. The findings are somewhat similar to the findings of Hackman and Oldham (1976) who reported that relation with supervisor is directly linked to these states. If a supervisor provides support and facilitation on the job, the RCHWs are likely to be assigned greater task responsibilities and accumulate learning experiences.

Table 4.11: Relationship between “the work itself” and work motivation of RCHWs

No	The work it self	Categorized motivational level						Mean		
		Low		Medium		High			Total f %	
		f	%	f	%	f	%			
1	Highly discouraging	4	2.9	6	4.3	0	0	10	7.1	3.093
2	Discouraging	13	9.3	15	10.7	2	1.4	30	21.4	
3	Neutral	14	10.0	31	22.1	8	5.7	53	37.9	
4	Motivating	0	0	20	14.3	11	7.9	31	22.1	
5	Highly motivating	0	0	8	5.7	8	5.7	16	11.4	
	Total	31	22.1	80	57.1	29	20.7	140	100	

Table 4.11 indicates that, the “work itself” has a positive strong relationship ( $\rho=0.477$ ) with the work motivation of RCHWs at  $<1\%$  level of significance. The “work itself”, is generally linked to the nature of the work given to the RCHWs. As the mean values reflected, 37.9% ( $n=53$ ) of respondents gave the neutral response (content of their job). This implies that the work of RCHWs by itself is not much encouraging or discouraging factors as far as the work motivation is concerned. But its relationship with work motivation, the significant results indicates that it is among important factors which influence work motivation of RCHWs. Maren 2002 concluded that organizations should focus in designing of jobs on issues central to the motivation and satisfaction of their employees.

### 4.5.3. Organizational Factors

*Table 4.12: Relationship between social work skill and work motivation of RCHWs*

No	Interpersonal relation	Categorized motivational level						Mean	
		Low		Medium		High			Total
		f	%	f	%	f	%	f	%
1	Highly discouraging	7	5.0	4	2.9	0	0	11	7.9
2	Discouraging	3	2.1	12	8.6	4	2.9	19	13.6
3	Neutral	13	9.3	23	16.4	4	2.9	40	28.6
4	Motivating	3	2.1	31	22.1	13	9.3	47	33.6
5	Highly motivating	5	3.6	10	7.1	8	5.7	23	16.4
	Total	31	22.1	80	57.1	29	20.7	140	100

Considerable number of the respondents (33.6%,  $n=47$  and 16.4%,  $n=23$ ) expressed that having a good social work is motivating and highly motivating factor to them. Only 21.4% ( $n=30$ ) of the respondent answered that the interpersonal relation is discouraging and highly discouraging. This indicates a good inter-relationship and other social work skill among and within the RCHWs and their managers. The mean of the interpersonal relationship was 3.371. In fact according to Herzberg’s Theory of motivation, pay and benefits are considered a hygiene factor. Where these factors are applied effectively with good communication, they can at best prevent dissatisfaction and if applied poorly, they can result in negative feelings about the job.



Table 4.13. Relationship between perception about salary and work motivation of RCHWs

No	Perception about salary	Categorized motivational level			Total f %	Mean
		Low f %	Medium f %	High f %		
1	Highly discouraging	15 10.7	15 10.7	8 5.7	38 27.1	2.271
2	Discouraging	13 9.3	43 30.7	1 .7	57 40.7	
3	Neutral	3 2.1	7 5.0	9 6.4	19 13.6	
4	Motivating	0 0	13 9.3	8 5.7	21 15.0	
5	Highly motivating	0 0	2 1.4	3 2.1	5 3.6	
	Total	31 22.1	80 57.1	29 20.7	140 100	

The result in Table 4.13 above indicates that there is positive relationship between perception about salary and work motivation level of RCHWs. The relation is highly significant at 1% level. From the respondents, 40.7% (n=57) responded that the salary was one of the factors that discouraged them, where as 27.1% (n=38) answered salary as a highly discouraging factor. This puts perception about salary as the third factor which affects work motivation of RCHWs. At this day of age most RCHWs are educated to a diploma standard and for that they demand a reasonable salary and good working conditions. Maren, (2002) concluded employees working with unfair pay will not be motivated with whatever else. In his article ‘Six Dangerous Myths about Pay’ Tietjen and Myers (1998) says people work primarily for money. He writes “people do work for, money- but they work even more for meaning in their lives. In fact, they work to have fun.”

Table 4.14 Relationship between supervision and work motivation of RCHWs

No	Supervision	Categorized motivational level			Total f %	Mean
		Low f %	Medium f %	High f %		
1	Highly discouraging	21 15.0	18 12.9	5 3.6	44 31.4	2.107
2	Discouraging	9 6.4	33 23.6	14 10.0	56 40.0	
3	Neutral	1 .7	19 13.6	6 4.3	26 18.6	
4	Motivating	0 0	6 4.3	3 2.1	9 6.4	
5	Highly motivating	0 0	4 2.9	1 .7	5 3.6	
	Total	31 22.1	80 57.1	29 20.7	140 100	

The data in Table 4.14 indicate that supervision was the major cause of low work motivation among RCHWs (40.0%, n=56 discouraging and 31.4%, n=44 highly discouraging). The statistical results shows that supervision in the work context of RCHWs was highly significant at 1% level and the correlation result indicates the existence of positive association between supervision and work motivation level of RCHWs.

Interestingly, one respondent during discussion air out that, “I was just told by my supervisor that I am to move to work which was not my duty and was not given what I wanted to do. But just because I was ordered not having a say in the decision I was highly demoralized”. The other respondent air out his feeling about his supervisor saying “We, RCHWs are reprehended only for the things we do wrong, not appreciated for the things which we do right”. This indicated that of all the work place stressors, a bad boss is possibly the worst, directly impacting the work motivation and productivity of RCHWs. The mean obtained for supervision, expresses less superiors support and supervision service. Agents expressed that upper administrative and specialist supports were very low. This finding is confirmed by IPMS (2006), Belaynesh (2008), and Castillo and Cano (2004) who reported lack of supervision quality in extension service is one of the major problems in extension organizations.

*Table 4.15: Relationship between organizational administration and work motivation of RCHWs*

No	Organizational Administration	Categorized motivational level								
		Low		Medium		High		Total		Mean
		f	%	f	%	f	%	f	%	
1	Highly discouraging	11	7.9	6	4.3	2	1.4	19	13.6	2.36
2	Discouraging	18	12.9	55	39.3	9	6.4	82	58.6	
3	Neutral	2	1.4	8	5.7	3	2.1	13	9.3	
4	Motivating	0	0	10	7.1	12	8.6	22	15.7	
5	Highly motivating	0	0	1	.7	3	2.1	4	2.9	
	Total	31	22.1	80	57.1	29	20.7	140	100	

According to the data in Table 4.15 above, organizational administration influence work motivation of RCHWs. More than half (58.6%, n=82) of respondents reported administration was discouraging to them. The mean of organizational administration was 2.36. The statistical analysis

reported the existence of significant relationship and moderate positive association between organizational administration and work motivation level of RCHWs. This reflects how the rules and regulations are applied and how RCHWs were managed by their superiors. One of the respondents said, “There are many incidences where people superior to us make decisions without transparency and without consultation. We are working extra miles under hard conditions without anyone to relive us. This makes an individual to lose hope as well as an urge to help out in difficult situation in the future”. The other respondent expressed “My manager blamed his short falls on me. This caused people to think I wasn’t actually doing anything when I always trying to fix up his broken promises”. Manton, (1985) has drawn attention to the role of managers in organizational administration. According to him, if organization loses good people look to their immediate supervisor or manager. “People leave managers not organizations”.

#### 4.5.4. Working Conditions:

As it is known the RCHWs are working in rural areas with farmer where there are poor facilities. Even if great facilities were not expected, the presence of residence, market in the near vicinity etc are very crucial. This could have influence on work motivation of RCHWs.

Table 4.16: Relationship between working condition and work motivation of RCHWs

No	Working condition	Categorized motivational level						Total f %	Mean	
		Low		Medium		High				
		f	%	f	%	f	%			
1	Highly discouraging	8	5.7	3	2.1	0	0	11	7.9	2.73
2	Discouraging	19	13.6	40	28.6	12	8.6	71	50.7	
3	Neutral	3	2.1	10	7.1	2	1.4	15	10.7	
4	Motivating	1	.7	23	16.4	7	5.0	31	22.1	
5	Highly motivating	0	0	4	2.9	8	5.7	12	8.6	
	Total	31	22.1	80	57.1	29	20.7	140	100	

Table 4.16 shows that working condition of RCHWs was significant at 1% level and has positive association with work motivation of RCHWs. Working condition was important cause discouraging

to 50.7% (n=71) of the respondents. The mean of working condition (2.73) indicate that the working conditions of the RCHWs were not good as perceived by them. This implies that RCHWs were not motivated by creating favorable working conditions in the study area. Purcell (2003), citing Snell (1999), suggested that work place condition could lead to work place commitment, which also linked motivation to how well a person performs on the job.

*Table 4.17: Relationship between the job security and work motivation of RCHWs*

No	Job security	Categorized motivational level						Total f %	Mean	
		Low		Medium		High				
		f	%	f	%	f	%			
1	Highly discouraging	10	7.1	9	6.4	0	0	19	13.6	2.58
2	Discouraging	14	10.0	43	30.7	8	5.7	65	46.4	
3	Neutral	0	0	10	7.1	7	5.0	17	12.1	
4	Motivating	7	5.0	18	12.9	9	6.4	34	24.3	
5	Highly motivating	0	0	0	0	5	3.6	5	3.6	
Total		31	22.1	80	57.1	29	20.7	140	100	

Table 4.17 indicates the existence of significant relationship at 1% level and positive association between job security and work motivation level of RCHWs. Regarding job security, 46.4% (n=65) respondents expressed the factor as discouraging to them and 13.6% (n=19) highly discouraging. Only 3.6% (n=5) respondents answered that it was highly motivating and 24.3% (n=34) as motivating. The mean of this variable was calculated to be 2.58. The probable reason for this could be the new placement because of the introduction of Business Process Reengineering in the study area. This issue was threatening the RCHWs in relation to their job security.  $f^2$ , the probability of work motivation of low work motivation and medium work motivation category reduces by about 6.27% and 13% respectively whereas that of high work motivation level increases by about 6.40%. McCaslin and Mwangi (1994) indicated that one of the problems of developing countries in extension organization is that they do not have defined and limited job description for extension personnel. Vijayaragavan and Sigh, (1989), found as the RCHWs face work related problems such as role ambiguity.

## CHAPTER FIVE

### 5. CONCLUSIONS AND RECOMMENDATION

This chapter contains some reflections regarding summary, conclusion and recommendations emanated out of the study.

#### 5.1. Conclusions

The role of RCHW is as divers who has tailored duties and responsibilities to meet the unique needs of the communities they serve. Their role also depends on factors such as whether they work in the healthcare or social services sectors. Generally, RCHWs hold the following roles:

- Creating connections between vulnerable populations and healthcare systems
- Facilitating healthcare and social service system navigation
- Managing care and care transitions for vulnerable populations
- Reducing social isolation among patient populations
- Ensuring cultural competence among healthcare professionals serving vulnerable populations
- Educating health system providers and stakeholders about community health needs
- Providing culturally appropriate health education on topics related to chronic disease prevention, physical activity and nutrition
- Advocating for underserved individuals to receive appropriate services
- Collecting data and relaying information to policymakers to inform policy change and development
- Providing informal counseling, health screenings, and referrals
- Building capacity to address health issues

Employees acting towards organizational goals and having a strong desire to accomplish his/her duty in the organization are very important for the success of an organization. In order to generate

such motivation and organizational commitment of the employees, the knowledge about what motivates and de-motivates them is essential. Based on this the objectives of this study were determining the level of work motivation RCHWs and identifying factors influencing their work motivation.

Data collection work was done through the use of questionnaire and group discussion. Descriptive statistics was used for data analysis. From the RCHWs included in the sample (N=140) more than half (57.1%, n=80) were in the middle category of motivational level. 22.1% (n=31) of the respondents were low motivated, and only 20% (n=29) respondents were found being highly motivated. The overall mean motivational-level score was 3.212 on a scale of 1 to 5 (1=lowest & 5=highest). This indicated that the work motivation level of RCHWs was almost neutral and need efforts to improve. Out of 17 hypothesized variables 13 were found to be significant in descriptive statistics test. Among personal factors, Sex, age, marital status and service years were not significantly related with work motivation of RCHWs. All of the work related factors and organizational factors (Motivator and Hygiene) were moderately or substantially related to work motivation of RCHWs. Two personal factors (personal life and distance from home place) showed relation to work motivation.

Among 13 factors considered in the model, three factors were found to have significant and positive influence on work motivation of RCHWs. To alleviate the RCHWs work motivation problem, Agriculture and rural development organization administration must focus on improving recognition system, the key motivational factors for the professional activities of social workers from different types of organization. The findings revealed that a solid team of fellow workers and good relationships at work are the main professional motivating factors and skill of social work. Inadequate wages, poor social security, stress at work and lack of opportunities to improve qualifications were identified as the main factors for job dissatisfaction. increasing effort thereby agricultural production and productivity not comes from anywhere; it comes from only motivated RCHWs. From the result we can conclude that most of the causes of poor level of work motivation were due to organizational management and management related problems. This result has great meaning for the success of endeavor of community development in general. Therefore, it should be great concern for managers to change this situation inverse on the professional development of the extension workers and the managers as well.

## 5.2. Recommendations

In this aspect the current rewarding program should recognize the service provided through outstanding RCHWs like Advocacy, Outreach and enrollment, Navigation, Education Health services, Social-emotional support and realize the necessary social skills to be filled in communication skill , cultural competency , advocacy , facilitation skill ,problem solving and social and emotional support skills. Moreover, the finding calls for more attention to design fair, transparent, continuous and appropriate recognition system in the organization. The study also revealed that from the factors which influence work motivation of RCHWs', organizational administration holds great share. Managers and supervisors should improve management system to motivate RCHWs. Therefore, managers, supervisors and extension workers need training not only in the technological aspects but also in social skills like, human relations, problem solving, sensitivity towards disadvantaged groups, and the basic concepts of management. Further, extension managers have to be exposed to modern management techniques and methods.

The current initiation for the recognition of RCHWs performance is good start. But, the selection mechanism should be carried out by the preset criteria and transparently with the full involvement of representative of RCHWs. Finally work motivation is dependent on many different factors and subjected to change. Therefore, administrators should conduct periodic needs assessment to determine the level of motivation of RCHWs, to identify factors causing concern to RCHWs and identify ways and means for increasing the level of work motivation of these front line (spearhead) workers and need to fill the skill and other gaps, to achieve its organizational goal and meet the national agenda. Based on the literature review, interviews and analysis done and the discussion it is clear that employees are not motivated and hence are not performing well which affecting the national extension program goal . The data analysis showed that management didn't consider any criteria and factors when choosing the motivation approach for their employees. Management in the organization should be aware that money and financial allowances and aspects could motivate their employees to some extent, but for them to be motivated and satisfied and influence the Extension work positively, they have to consider other motivation approaches and factors like appreciation, recognition and management support. Furthermore, managers should at the beginning choose the most suitable motivation theory for their company and they move to the approaches step. For the organization the best motivation .Maslow Hierarchy of Needs will be useful as almost every employee has different needs than the other, those recommendations are

widely investigated in the literature review as good practices to achieve the high motivated and performance employees. Not only motivated people will enhance the business productivity, but also employees will be more innovative and creative which might find other beneficial ways of doing the work with considering cost saving and high quality. However, implementing the motivation approach in the organization is a high positive output process, it has to be done with high concentration and care from the decision makers. It also needs to be done with a high priority task and awareness and continuous skill development should be there for employees. On the other hand, future researches can be done on the area of motivation and its relationship with social work skill and how to acquire the skills, in a broader sense assessing the management and the organizational structure as well , this research can give insights on the skill gap and ideas on the necessary skills.



## **REFERENCE**

- Ayeni, C. O., Popoola, S. O., (2007). Work Motivation, job satisfaction, and organizational commitment of library personnel in Academic and research Library in Oyo state, Nigeria.
- Barnett, R., and Loudrback, L., (1971). When organization change. *Journal of Extension*, 9(2), 9-15. Accessed on January 6, 2008, from <http://www.joe.org/joe/1994 June /rb2.html>.
- Beder, H., (1990). Reasons for nonparticipation in adult education. *Adult Education Quarterly*, 40. 207-218.
- Berhanu Gebremedhin, Hoekstra D. and Azage Tegegne, (2006). *Commercialization of Ethiopian agriculture: Extension service from input supplier to Knowledge broker and facilitator*. IPMS of Ethiopian Farmers Project Working Paper 1. ILRI, Nairobi, Kenya, 3pp.
- Borooah, V. K., (2001). *Logit and Probit: Ordered and Multinomial Models*. New Delhi, Sara Miller McCune, SAGE Publications.
- Cano, J., and Miller, G., (1992). A gender analysis of job satisfaction, job satisfier factors, and job dissatisfied factors of agricultural education teachers [Electronic version]. *Journal of Agricultural education*, 33 (3), 40- 46.
- Federal Democratic Republic of Ethiopia, (2001). *Agriculture and rural development policies and strategies*, Addis Ababa, Ethiopia
- Gibson, James, L., Ivancevch, John, M. and Donnelly, Jr. James, H., (2000). *Organizations Behavior- Structure-process*. 10<sup>th</sup> Edition. Boston. McGraw-Hill.
- Gomez, K. A. and A. A. Gomez, (1984). *Procedures for Agricultural Research*, John Wiley and Sons, New York. Green, W.H., (2000).
- Econometric Analysis. 4<sup>th</sup> edition, Prentice-Hall, Inc. Upper Saddle River, New Jersey. Hackman, J. R., and Oldham, G.R., (1976).
- Motivation through the design of work; Test of a theory. *Organizational Behavior and Human Performance*, 16, 250-279. Hackman, J. R., & Oldham, G. R., (1980). *Work Redesign*. Reading, MA: Addison Wesley.

Hayward, J. A., (1990). Agricultural Extension; The World Bank's experiences and approaches. In B.E. Swanson (Ed.), *Report of the global consultation on agricultural extension*. Herpaz, I., (1990). The importance of Work goals: an international perspective. *Journal of international Business studies*, 21. 75-93. Herzberg, F., 1966. *Work and nature of work*. Cleveland; World Publishing Company.

Herzberg, F., Mausner, B., and Synderman, B., (1967). *The motivation to work* (2<sup>nd</sup> ed). New York: John Wiley & Sons.

Hopcock, R.H., (1935). *Job satisfaction* (1<sup>st</sup> es.). New York: Harper & Brothers. Hosemer, D. w., and S. Lemeshow, (1989). *Applied Logistic Regression*. A Wiley-Inter Science Sons, New York.

IPMS, (2006). *Communication of Ethiopia Agriculture: Extension services from input supplier to knowledge broker and facilitator*, Addis Ababa. James R. Linder, (1998). *Understanding Employee Motivation*. *Journal of extension* 36 (3).

Jhamtani, A., and Singh Y. P., (1992). Inter unit variation in organizational environment of development department. *Manpower journal*, 28, 17- 20. Kini, Ranjan B. and Habson, Charles J., (2002). *International journal of management*. Poole: Dec. Vol. 19, Iss 4; pp 605. US.

Kothari, C.R., (2003). *Research Methodology: Methods and techniques* 2<sup>nd</sup> ed. Wishwa Prakashan, New Delhi.

Lawler, E. E., III, (1973). *Motivation in work organization*. Monterey, CA: Books/ Ccole Publishing Company.

Liao, T.F., (1994). *Interpreting Probability Models: Logit, Probit, and Other Generalized Linear Models*. Series: On Qualitative Applications in the Social Sciences. Thousand Oaks. Landon, New Delhi. 88p.

Maddala, G. S., (1989). *Limited Dependent and Qualitative Variables in Econometrics*. Cambridge University press, USA, 401p.

Manton, L.N., and van Es, J. C., (1985). Why do extension agents resign? *Journal of Extension*,

23(3). Accessed on January 8, (2003) from [http://www.joe.org/joe/1985\\_fall/a4.html](http://www.joe.org/joe/1985_fall/a4.html).

World Health Organization Health systems financing—the path to universal coverage. Geneva: World Health Report, 2010

Willis-Shattuck M, Bidwell P, Thomas S, et al. Motivation and retention of health workers in developing countries: a systematic review. *BMC Health Serv Res* 2008;8:247

Willis-Shattuck M, Bidwell P, Thomas S, et al. Motivation and retention of health workers in developing countries: a systematic review. *BMC Health Serv Res* 2008;8:247.

Scott K, Shanker S. Tying their hands? Institutional obstacles to the success of the ASHA community health worker programme in rural north India. *AIDS Care* 2010;22:1606–12

Kane SS, Gerretsen B, Scherpbier R, et al. A realist synthesis of randomised control trials involving use of community health workers for delivering child health interventions in low and middle income countries. *BMC Health Serv Res* 2010;10:286. [PMC free article] [PubMed]

Palmas W, Teresi JA, Findley S, et al. Protocol for the Northern Manhattan Diabetes Community Outreach Project.

A randomised trial of a community health worker intervention to improve diabetes care in Hispanic adults. *BMJ Open* 2012;2:e001051; doi:10.1136/bmjopen-2012-001051 [PMC free article][PubMed]

Macinko J, De Fátima Marinho de Souza M, Guanais FC, et al. Going to scale with community-based primary care: an analysis of the family health program and infant mortality in Brazil, 1999e2004. *Soc Sci Med* 2007;65:2070–2080 [PubMed]

Robert J, Blendon RJ, Benson JM, et al. A four-country survey of public attitudes towards restricting healthcare costs by limiting the use of high-cost medical interventions. *BMJ Open* 2012;2:e001087; doi:10.1136/bmjopen-2012-001087 [PMC free article] [PubMed]

## ANNEX

**St. Mary's University College**  
**SCHOOL OF GRADUATE STUDIES IGNOU**  
**Questioner for Rural Community Health Workers**

This information sheet is prepared with the aim of assessing Factors Influencing Work Motivation of Rural Community Health Workers “The Case of Ada’a District Oromiya Region, Ethiopia. By participating in this research project you may feel some discomfort in wasting your time (a maximum of 20 minutes). However, your participation is definitely important to identify the factors influencing your work motivation.

Therefore, the results of this study will be used to design appropriate intervention programs to address the challenges faced by rural community health workers. The information collected from you will be kept confidential and stored in a file, without your name by assigning a code number to it. And hence no report of the study ever identifies you. You have also full right to refuse from participating in this research. You have also the full right to withdraw from this study at any time you wish.

### **Person to contact**

If you have any question regarding research project you can contact below mentioned individual and you may ask at any time you want.

Name: Sara Seyed

Email: [saraseyed52@gmail.com](mailto:saraseyed52@gmail.com)

Tel. +25931410200

**Thank you for your cooperation and taking your time to fill this questionnaire!**

### **General Instruction**

**Please answer the entire question with great care.**

1. To keep anonymity there is no need to write your name.
3. All your answers will be kept confidential, and answers will only be reviewed in aggregate.
4. Please, tick your choice in front of each sentence.

***Therefore, please be honest in your responses!***

**PART I**

***General(Personal details)***

1. Age \_\_\_\_\_
2. Sex     a. Female   b. Male
3. Marital Status   a. Not married   b. Married
4. Service year \_\_\_\_\_

**PART II**

***General Motivation level***

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree

No	General motivating factors	1	2	3	4	5
1	I would recommend my unemployed friends to work for this organization as a RCHW					
2	I have a chance to do things for which I am most qualified					
3	Generally speaking, I am highly motivated with this job					
4	I experience my job as stimulating					
5	I often think of leaving the extension service					
6	Working as a development Agent s is in itself rewarding					
7	I encourage my co-workers to work as a RCHW					

## PART III

### *Motivational Factors*

#### 1. Achievement

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Issues related with achievement	1	2	3	4	5
1	My presence in this kebele does not bring a change on the rural community					
2	Change in living standard of farmers is mainly the effort of RHW					
3	Either I praised or not achievement is my primary motivator					
4	I feel proud with the change in Farmers life					
5	I am constantly striving to do things better simply for my sake					

#### 2. Advancement/ career improvement

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Advancement related sentences	1	2	3	4	5
1	I have the opportunity to progress within the organization					
2	I have clear path for career advancement					
3	I have no opportunities to learn and grow within this organization					
4	Tahir is no social skills training and fallow up mechanism					
5	I would get more opportunities of advancement if I would not employed as a Rural Community Health Worker					

#### 3. Recognition

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Recognition related sentences	1	2	3	4	5
1	I get more negative input than help from my supervisor					
2	Positive recognition that I get from my organization makes me proud to be an Agent					
3	Whatever I do well I have not received recognition or praise from my superior					
4	When experts told me the work I did was nice, I was motivated					
5	I am not adequately recognized for my work					

## Responsibility

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related with responsibility	1	2	3	4	5
1	My job descriptions' are clear					
2	The interference of my supervisor doesn't give me a comfort					
3	I cannot discharge my responsibility in absence of my supervisor					
4	I am very happy being able to do my job independently					
5	My job description and what practically I did are not the same					

## 4. The work it Self

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences express the work it self	1	2	3	4	5
1	I feel not good about my job every day					
2	I have a chance to do things for which I am most qualified (trained)					
3	My work does not give me any sense of motivation					
4	I feel my job is more than interesting than others I could get					
5	My job is not interesting enough to keep me from getting bored					

## 5. Social Work skill

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related with interpersonal relationship	1	2	3	4	5
1	I have a good relationship with my co -workers and manager					
2	I have potential to support the people around me at the time of stress or work load					
3	I have a skill in building relationships with the rural community					
4	I know how to solve problems whenever it arises					
5	I think have a skill of advocacy and influence					

## 6. Perception about Salary

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Different perception about salary	1	2	3	4	5
1	I am more motivated by pay than by the work I do					
2	I feel I am being paid a fair amount for the work I do					
3	The only increment of salary do not increase my work motivation					
4	If I were paid more I will do more					
5	Money is a primary motivator for the hours I work					

## 7. Supervision

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related with supervisor	1	2	3	4	5
1	My supervisor tends to concentrate more on my mistakes					
2	My supervisor's feedback gives me confidence in my job					
3	My supervisor shows too little interest to the feeling of subordinates					
4	My supervisor makes my work more pleasant by giving enough support					
5	Supervision from my boss has no effect on how I work					

## 8. Organizational Administration

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related with organizational policy and administration	1	2	3	4	5
1	Work evaluation method of my organization motivated me to work hard					
2	Current extension polices and strategies are motivating					
3	Extension administration has little influence on my work performance					
4	In extension most, hardworking Rural Community Health Workers go unrewarded					
5	There is no skill gap identification and continuous capacity building programs					



### 9. Workplace condition

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Working place condition of Rural Health Workers	1	2	3	4	5
1	I experience stress when I have to work beyond the regular day and time					
2	Good housing increases my motivation to work					
3	Conditions in my work area highly affecting my work motivation					
4	The environment of the work-place is comfortable and safe.					
5	I think I have skill gap to perform my duty well					

### 10. Perception about distance from home

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related with distance from home	1	2	3	4	5
1	Long distance from home affects my work motivation					
2	During the new placement distance is not my concern					
3	I will be happy if I were placed in short distance					
4	I am so tired when I arrive at working place					
5	Distance from home does not affect my motivation					

### 11. Job Security

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related with job security	1	2	3	4	5
1	I prefer a secure job that pays less than insecure one that pays more					
2	Feeling secure motivates me to work harder					
3	Job security does not add any increment to my work motivation					
4	Recent changes in organizational structure do not bother me					
5	I worry about losing my job					

## 12. Personal life

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related personal life of Rural Health Workers	1	2	3	4	5
1	I am not happy of my job because it requires excessive night and weekend					
2	I have enough time to participate in different social affairs					
3	Being Rural Health Workers has no effect on my personal life					
4	Because of the nature of my work I have no time to enjoy with my family					
5	My work does not affect me to support my children in their education					

## PART IV

### A. Rank the following according to importance to motivate Rural Community Health Workers.

Give rank from 1 to 13.No	Motivational Factors	Rank according to Motivational Importance	Other Remarks
1	Achievement		
2	Advancement/ career path /		
3	Recognition		
4	Responsibility		
5	The work it self		
6	Social work skill		
7	Salary		
8	Supervision		
9	Organizational Administration		
10	Working Condition		
11	Distance from home		

	place		
12	Job security		
13	Personal life		

**B. General scenario about work of Rural Health Workers**

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Are the following issues found in work of <b>Rural Community Health Workers?</b>	1	2	3	4	5
1	Attractive work result					
2	Good training and development opportunities					
3	Recognized, appreciation and reward either individually or in a team					
4	Full responsibility					
5	Being Rural Community Health Workers by itself is a motivating work					
6	Applicable social work skill					
7	Good pay, benefits, bonuses, and overtime payment					
8	Good and supportive supervision					
9	Faire, competent and effective management					
10	Supportive environment; Convenient working location					
11	Easy to go to work area or easiness of the distance working area					
12	Job security and stability					
13	Convenient for my family and personal life					

## **PART V**

*Please you are requested to think critically before answering the following questions.*

**(A=1, B=2, C=3, D=4, and E=5)**

1. Think of your achievement as a Development Agent. What is your feeling?  
**A.** Highly discouraging **B.** Discouraging **C.** Neutral **D.** Motivating **E.** Highly
2. Think of opportunities for promotion or advancement that you have now. How well does each of the following words or phrases describe these?  
**A.** Dead end job (Highly discouraging) **B.** Low promotion opportunity (Discouraging)  
**C.** Neutral **D.** Good opportunity (Motivating) **E.** Very good opportunity for promotion.
3. Think of your efforts as a DA and recognition given from your superiors. How you express it?  
**A.** Highly discouraging **B.** Discouraging **C.** Neutral **D.** Encouraging **E.** Highly encouraging
4. Think of your responsibility as a Development Agent. How much it motivates you?  
**A.** Highly discouraging **B.** Discouraging **C.** Neutral **D.** Motivating **E.** Highly motivating
5. Think of the nature of your work itself. How you describe your chance of getting this job?  
**A.** Highly I am not lucky (Highly discouraging) **B.** I am not lucky (Discouraging)  
**C.** Neutral **D.** I am lucky (Motivating) **E.** Rely I am very lucky (Highly motivating)
6. Think of the majority of people with whom you work or meet in connection in your work. How well does each of the following words or phrases describe these people?  
**A.** Highly boring **B.** Boring **C.** Medium **D.** Somewhat stimulating **E.** Stimulating
7. Think of your salary in relation to other organizations. How you describe your persuasion about it?  
**A.** Highly discouraging **B.** Discouraging **C.** Neutral **D.** Motivating **E.** Highly motivating
8. Think of your supervisor's accessibility, ability, and willingness to encourage and guide you. Which of the following phrases describe it?  
**A.** Very low (Highly discouraging) **B.** Low (Discouraging) **C.** Moderate (Neutral)  
**D.** High (Motivating) **E.** Very high (Highly motivating)
9. Think of your organizational administration procedures. How you describe your persuasion about it?  
**A.** Highly discouraging **B.** Discouraging **C.** Neutral **D.** Motivating **E.** Highly motivating

10. Think of your physical working area and facilities of working. Which of the following words are more suitable to describe it?  
**A.** Highly discouraging **B.** Discouraging **C.** Neutral **D.** Motivating **E.** Highly motivating
11. Think of your home distance from working station (development station). How do you feel about it?  
**A.** I am not happy. It is Very discouraging **B.** Discouraging **C.** I feel nothing  
**D.** I am happy. It is motivating **E.** I am highly happy. It is highly motivating.
12. Think of existing job security in your organization in relation to your work. What it causes in your work?  
**A.** Highly de-motivates me **B.** De-motivates me **C.** Neutral **D.** Motivates me  
**E.** Highly motivate me
13. Think of your job in relation with your personal life. All in all, what is it likes most of the time? **A.** Highly undesirable (Highly discouraging) **B.** Undesirable (Discouraging) **C.** Ideal  
**D.** Good (motivating) **E.** Very good (Highly motivating)
14. Overall, how motivated are you for working as a RHW?  
**A.** Highly motivated **B.** Medium motivated **C.** Low motivated

**PROFORMA FOR SUBMISSION OF M.A (SW) PROPOSAL FOR  
APPROVAL**

Signature : .....  
Name &: .....  
Address of Guide : .....

Name and Address of Student: Sara Seyed Mohammed  
Mobile: +251931410200  
E- mail: Saraseyed52@gmail.com

Addis Ababa, Ethiopia

Enrolment No : ID1217119  
Date of Submission : July 14,2018  
Name of Study Center : St. Mary`s University College  
Addis Ababa, Ethiopia

Name of Guide : .....  
Title of the Project : FACTORS NFLUENCING WORK MOTIVATION  
OF RULAR COMMUNITY HEALTH WORKERS:  
A CASE OF ADA`A DISTRICT HEALTH OFFICE  
EASTERN SHOWA ZONE, OROMIYA REGION,  
ETHIOPIA

Signature of Student : .....  
Approved /Not Approved : .....  
Date : .....

# **FACTORS INFLUENCING WORK MOTIVATION OF RURAL COMMUNITY HEALTH WORKERS: A CASE OF ADA`ADISTRICT HEALTH OFFICE, EASTERN SHOAA ZONE, OROMIYA REGION**

## **1. INTRODUCTION**

### **1.1. Background of the study**

Among the many problems that confront human kind today, disease is the greatest of all problems. Now with the changing health service scenario and perspective in the world the time is ripe for making the need based appropriate extension strategy by which information on health care technology may be transmitted to all the potential users who can adopt those and health care for their consumption and make available for others (Samanta, 1991). In most developing countries, traditional health care dominates the attitude of the people. For national progress to occur, change in health care service backed by a strong social work extension brings a substantial change that the care is required to deliver and together it brings an aware self-care society.

Globally there is an increasing interest in community health workers performance but the gap in social work skills and adequate number of employees, the evidence with respect to their engagement, their role in community participation, empowerment and accelerated tension of community health workers to handle the expected output and outcome set in the health sector. Health Professionals (HPs) are implementers of these policies and strategies with the determinant role. So, they are expected to hear the heart beat of the local society, in terms of health and rural development. Rural Community Health Workers (RCHW's) are effectively and efficiently discharge these responsibilities if and only if they are motivated. In the same way, the new awakening of humanism and humanization all over the world has enlarged the scope of applying principles of human resource management in organization. More and more attention has been being paid to motivational aspects of human personality particularly the need for self-esteem, group belonging, and self-actualization (Pareek and Rao, 1992).

To make employees motivated and committed to their jobs in development activities, there is a need for strong and effective motivation at the grass root level, sphere-head workers in the front-

line who are RHWs (Ayeni and Popoola, 2007). In Health organizations especially at the lower level administration and management skills, if acquired at all, are learned by trial and error. There is no continuous training and feedback that can enhance their skills and knowledge towards the social dynamics. Managers must devote considerable attention to the understating of the motivation process so that employs will work harder and perform better to achieve the goal (Beder, 1990; Watanabe, 1991).

Belay and Degnet (2004) stated that the effectiveness of health extension work highly depends on the availability of extension professionals and RCHWs who are qualified, motivated, committed and responsive to the ever-changing social, economic and political environment. It is a good beginning but lot more needs to be done in terms of RCHWs – local communities’ ratio in the rural areas. The RCHWs are not only required to have the skills and abilities but well-motivated to work under complex and fluid circumstances with little supervision. The RCHWs are expected to have diagnose farmers problem and get their willingness to act on the problem so they need effective communication, analysis and present options, based on principles of science and good Health practices, which widen the real choices available to farm families (Van den Ban, 1996).

In line with this, Ethiopia has adopted and has been vigorously pursuing NHE (National Healthy Environment) as a national development strategy. The main goal of NHE is accelerating health development by means of technological and institutional innovations, transforming the health caring system to that of more productive and effective and achieving pro-poor, gender sensitive and ecologically sounds health care and rural development. Therefore, our health care system development strategies and policies in general, and agricultural development strategies and policies in particular, are based on building the production capacity of human resources. Building the production capacity of our human resource needed to be done focusing on preparedness to work and self-initiation of our human power. This can be done by continuously improving the health care system, social work engagement and other resource mobilization through skilled manpower and professionals thereby multiplication, and dissemination of technology (FDRE, 2001).

## **1.2 Statement of the Problem**

RCHWs in Ethiopia in general and the study area face heavy work load. First, they are expected to serve many farmers and their families; secondly, they are often required to be involved in



various social work activities which require social work knowledge and skills. Among their engagement they often overloaded with different assignments, such as credit distribution and collection of repayments, forecasting of input demands and input delivery, mobilizing farmers for public work, *Kebele/ Village* / administrative adjudication, and persuading farmers to become member of co-operatives, mobilizing the community to engage in *edir* and *ekub* a traditional association as well as other saving options which are, in most cases non- extension activities which needs social work professionals in which only two exist in the district RCHW's. Many people in the area consider them as government spokesman rather than facilitators in rural development endeavor (Belay, 2002). More over currently RCHWs look after safety net program, which would need separate employee of its own as full time. Since, they are engaged in different activities.

A related problem with extension service is the low morale, absenteeism and high mobility /turn over/of RCHWs. The poor incentive structure, several SMSs and RCHWs quit the extension service and join better paying NGOs or other government offices. They quit their job usually after they had gained experience in the field. It is the Managers responsibility to inspire their subordinates and provide support at the time of challenge, training with social skills and creating a favorable working environment But, as far as the observation of the researcher is concerned, managers and supervisors of the *woreda* (district) level of the Ministry of Agricultural and Rural Development (MoARD ) Office in the study area and probably elsewhere in the region seems not to be aware of the level of RCHW's motivation and other conditions which leads to job dissatisfaction. Most of the time, they lack or ignore the power of the simple courtesies that go a long way. In addition, they are unable to utilize those motivational tools to maintain high level of work motivation for high productivity and moral among the employees.

Under such circumstances farmers are not getting appropriate advice to solve their health-related problem. Even though there might be other factors and reasons contributing to the low performance, RCHWs have the lion's share of contribution. Similarly, almost each and every drop of efforts for improvement of health services and rural development work passes through them. The different reports of work evaluation of the agency reflects low morale, absenteeism, mobility/turnover, low performance, works stress, less communication with farmers. However, there is no research conducted so far in the study area on the crucial issues of work motivation of

RCHWs and the factors causing concern in influencing the work motivation among these root level functionaries. Therefore, this research will be conducted to fill this information gap.

### **1.3. Objectives of the Study**

#### ***1.3.1 General objective***

To find out the work motivation level of RCHWs and the factors influencing their work motivation.

#### **1.3.2 Specific objectives:**

Based on the general objective of the study the specific objectives are:

- To determine the level of work motivation of RCHWs in the study area; and
- To identify factors influencing work motivation of RCHWs.
- To recommend the necessary social work skill on the RCHW

### **1.4. Research Questions**

To accomplish its objectives the researcher seeks to answer the following specific questions:

- What are the factors that influence work motivation of RCHWs in the study area?
- What is the existing status of work motivation of RCHWs?
- What social work skills are required in RHEW?

### **1.5 Significance of the Study**

The effectiveness of an extension service depends on effectiveness of its staff specially RCHWs. This research will give concrete information about the situation of the district's RCHWs that will in turn benefit the government bodies to realize the situation and take reasonable solution. The RHCW will also be benefited from the measures that will be in place. Besides those direct beneficiaries of the research document will give insight on the area of RCHW in the locality, researchers will also get the necessary information to build and further dig in to the area.

### **1.6. Scope and Limitations of the Study**

The effects of motivation and job satisfaction such as the impact on the mental health, family life, and turnover and so on, are presented theoretically to show the significance of the topic. The diversity of human behavior in terms of motivation, as such, the research does not claim to cover

different aspects and to provide conclusive findings in general as well as in the study area.

More over due to limitation of time, financial as well as other relevant resources, the scope of this study may be limited. Besides, the accuracy of results depends on authenticity and willingness to share actual information by RCHWs during investigation.

### **1.7. Description of the Study Area**

The study was conducted in Ada'a District Health office, East Showa zone of Oromiya Regional State, which is located at east of Addis Ababa on 66km. The agro-climate of the district is mid low land most of its land form is dissected plateau. There are 70 Kebele Administration in the district. In each Kebele, there is a minimum of 4 Development Agents who are assigned to supervise the activities every time. Totally about 280 Development Agents are employed in the district. The RCHWs are accountable for the district level office through the supervisors.

### **1.8. Universe of the Study**

The purpose of this study is to determine the factors that influence motivation of RCHWs at work. The thematic foundation of this research study rests on need-based approach or content theory of motivation. According to kombo and troupe (2006:76) a universe of study is a group of individuals, objects or items from which the samples are taken for measurement. The respondents of the study will be conducted in Ada'a District Health office, East Showa zone of Oromia Regional State, which is located at east of Addis Ababa on 44km. This will consist of current rural health workers and the surrounding farmers and parents and district assembly and Non-Governmental Organization official.

There are 70 Kebele Administration in the district. In each Kebele, there is a minimum of 4 Health Workers who are assigned to supervise the activities every time. Totally about 280 Health Workers are employed in the district. The HWs are accountable for the district level office through the supervisors.

### **1.9. Sampling**

The total number of HWs in the district is 280. Out of them 140 HWs will be selected randomly for investigation. Thus, the sample represented 50% of the total target population. Proportionate simple random sampling procedure will be adopted to select the subject under study. The following procedure will be followed.

Stage1.The Ada'a District Health Office will be selected purposely for the study because I can simply get different information there.

Stage2.To get the whole population, the updated list of total number of HWs and their names will be taken from District Health and Rural Development offices. Based on the list obtained, from total number of the population, proportionate number of the HWs is set for each *kebele*. The total number of HWs in each will be listed separately. Then, using the simple random sampling technique, the proportionate numbers of HWs will be selected to construct sample.

Stage3.Finally, the total 140 HWs who form sample size will be considered for investigation.

### **1.10. Type ad Source of Data**

Both quantitative and qualitative data will be collected from primary and secondary sources. Therefore, in the study both quantitative and qualitative research methods will be used. Quantitative data will be collected by employing interview schedule ,which will be administered by enumerators to collect data on various social, economic, institutional and technical, physical variables from the sample respondents and qualitative data will be obtained from group and individual formal and informal discussion interview, from participatory group evaluation of farmers, RCHWs and leaders personal observation, and transect walk watching will be analyzed and described through concept, opinion and explanation building theory.

Through such a mixed way of data collection, the limitation of one method will be minimized by the other. For the purpose of this study I will use one of the quantitative methods called descriptive statistics. From qualitative methods focus group discussion, in-depth interview and informal observation will be used to generate qualitative data. To get background information and the number of RCHWs of the area, secondary sources will be reviewed. Secondary data sources will be reports, records of RCHWs and unpublished documents of district agricultural and rural development office. The other related information and primary data will be obtained from the RCHWs by using appropriate data collection instruments.

### **1.11. Methods of Data Collection**

**Data collection instrument:** -The instrument will be used in this research for data collection is questionnaire. The questionnaire will be pre-tested before its distribution to respondents. Based on the results of pre-test, necessary modifications will be made. Finally, the modified questionnaire will be used for the collection of data from the study sample.

**Data collection technique:** -Data collection work will be done through the use of specific questionnaire which will be distributed among the sample, collected together at district to kebele farmers. Direct contact with all respondents will be made and they will explain the purpose for the research and the possible benefits. They will be assured of total anonymity and privacy of opinions revealed in the instrument. The questionnaires will be self-administered; but respondents fill them up under direct supervision of the researcher.

## **1.12. Data Analysis and Interpretation**

**Descriptive statistics:** Relevant descriptive statistical tools like mean, standard deviation, percentage, frequency of occurrence and Chi-square.

The research design and methodology for a particular assignment depends, to a great deal, up on the nature of the research assignment and the objectives of the research. It is essential, at the beginning of the exercise to lay down the research variables, which have emerged from the review of literature and materials available, on the issue under investigation.

## **1.13. Definition of variables**

### **1.13.1. Dependent Variable**

#### **Work Motivation**

- i. Low motivation
- ii. Medium motivation
- iii. High motivation

### **1.13.2. Definition of Independent Variables and Hypothesis**

**Age (AGE):** Refers to age of the respondent RCHWs in years, the age of RCHWs given with the rational number value.

**Sex (SEX):** This refers the sex of the RCHWs. Sex is dummy variable and takes the value1 if female, 2 otherwise. In this study sex was expected to be negatively related to work motivation in favor of man.

**RCHW:** Rural Community Health workers

**NHE:** National Healthy Environment

**Marital status (MART):** Marital status in this study considered as a dummy representing the respondents HWs marital status.

**Service years (SERV):** Service years refers to the years of HWs work within the organization. Service years were expected to have negative relationship with the work motivation of HWs

**Achievement (ACHI):** This is to specific successes, such as the successful competition of a job, solutions to problems, vindication, and seeing the results of your work.

**Advancement (ADVA):** This refers to designate an actual change which enhances position or status at work.

**Recognition (RECO):** Operationally this can be defined as acts of notice, praise, or blame supplied by one or more supervisor, peer, colleague, management person, client, and/or the general public

**Responsibility (RESP):** Being given control of personal work or the work of others and/or new job responsibilities.

**Work itself (WISE):** This means the actual job which a RHW is expected to perform in the organization as part of his duty. If the nature of job is interesting to the RHWs, s/he is likely to be motivated more towards the work and vise-versa

**Interpersonal relation (IPRE):** The relation with super ordinates, country side society, colleagues, and other workers around including the quality of social life at work.

**Perception about salary (PASA):** This variable operationally defined as the perception of HWs about the adequacy of their salary.

**Supervision (SUPE):** Operationally this can be defined as the supervisors' accessibility, ability, and willingness to guide, motivate, teach, and fairly treat subordinate, and so on.

**Organizational administration (ORAD):** This means availability of clearly defined rule, regulations, procedures, fairness, and transparence especially those relating to RHWs, administrative decisions and adequacy of organization and management.

**Perceived working condition (WOCO):** This variable refers to physical condition in which HWs work, facilities available, tools, space and other environmental aspects. As it is known the HWs are working in rural areas with farmer where there are no good facilities. **Perception about distance from home place (DIST):** For the purpose of this study this variable defined as the distance of working place from the RHWs' family residence. The working place of RHWs may be far from his or her family.

**Job security (JOSE):** Job satisfaction for the purpose of this study can be defined as freedom from insecurity, such as loss of position or loss of employment altogether. If they assume as they loss their job at any time in the future suddenly, they will highly frustrated.

**Personal life (PELI):** This variable was operationally defined as the influences of personal work on his/her life and/or family life. E.g. stress, unsocial hours or moving hours. vice versa. In this study personal life was expected to influence work motivation positively.

#### **1.14. Chapteraization**

The main body of the thesis will be organized into the following chapters: The first chapter include introduction to the subject matter, the chapter will deal with an introduction to the subject-matter of the study. I also include description of Rural Community Health Workers, key concepts used throughout the thesis, and the definitions that are relevant for the aim of this research. Second chapter will contain literature review of the motivational theories and studies. Chapter three will deal about the methodological framework, including study design, choice of data and how these choices are justified in methodological considerations. Chapter four will cover interpretation and the analysis of the study. In chapter five all the summaries will be putted and some recommendations based on the analysis will also take palace for the direct and indirect consumers of the study.

## **REFERENCES**

- Ayeni, C. O., Popoola, S. O., (2007). Work Motivation, job satisfaction, and organizational commitment of library personnel in Academic and research Library in Oyo state, Nigeria.
- Barnett, R., and Loudrback, L., (1971). When organization change. *Journal of Extension*, 9(2), 9-15. Accessed on January 6, 2008, from [http://www.joe.org/joe/1994\\_June/rb2.html](http://www.joe.org/joe/1994_June/rb2.html).
- Beder, H., (1990). Reasons for nonparticipation in adult education. *Adult Education Quarterly*, 40. 207-218.
- Berhanu Gebremedhin, Hoekstra D. and Azage Tegegne, (2006). *Commercialization of Ethiopian agriculture: Extension service from input supplier to Knowledge broker and facilitator*. IPMS of Ethiopian Farmers Project Working Paper 1. ILRI, Nairobi, Kenya, 3pp.
- Borooah, V. K., (2001). *Logit and Probit: Ordered and Multinomial Models*. New Delhi, Sara Miller McCune, SAGE Publications.
- Cano, J., and Miller, G., (1992). A gender analysis of job satisfaction, job satisfier factors, and job dissatisfied factors of agricultural education teachers [Electronic version]. *Journal of Agricultural education*, 33 (3), 40- 46.
- Federal Democratic Republic of Ethiopia, (2001). *Agriculture and rural development policies and strategies*, Addis Ababa, Ethiopia
- Gibson, James, L., Ivancevch, John, M. and Donnelly, Jr. James, H., (2000). *Organizations Behavior- Structure-process*. 10<sup>th</sup> Edition. Boston. McGraw-Hill.
- Gomez, K. A. and A. A. Gomez, (1984). *Procedures for Agricultural Research*, John Wiley and Sons, New York. Green, W.H., (2000).
- Econometric Analysis. 4<sup>th</sup> edition, Prentice-Hall, Inc. Upper Saddle River, New Jersey. Hackman, J. R., and Oldham, G.R., (1976).



Motivation through the design of work; Test of a theory. *Organizational Behavior and Human Performance*, 16, 250-279. Hackman, J. R., & Oldham, G. R., (1980). Work Redesign. Reading, MA: Addison Wesley.

Hayward, J. A., (1990). Agricultural Extension; The World Bank's experiences and approaches. In B.E. Swanson (Ed.), *Report of the global consultation on agricultural extension*. Herpaz, I., (1990). The importance of Work goals: an international perspective. *Journal of*

*international Business studies*, 21. 75-93. Herzberg, F., 1966. *Work and nature of work*. Cleveland; World Publishing Company.

Herzberg, F., Mausner, B., and Synderman, B., (1967). *The motivation to work* (2<sup>nd</sup> ed). New York: John Wiley & Sons.

Hopcock, R.H., (1935). *Job satisfaction* (1<sup>st</sup> es.). New York: Harper & Brothers. Hosemer, D. w., and S. Lemeshow, (1989). *Applied Logistic Regression*. A Wiley-Inter Science Sons, New York.

IPMS, (2006). *Communication of Ethiopia Agriculture: Extension services from input supplier to knowledge broker and facilitator*, Addis Ababa. James R. Linder, (1998). *Understanding Employee Motivation*. *Journal of extension* 36 (3).

Jhamtani, A., and Singh Y. P., (1992). Inter unit variation in organizational environment of development department. *Manpower journal*, 28, 17- 20. Kini, Ranjan B. and Habson, Charles J., (2002). *International journal of management*. Poole: Dec. Vol. 19, Iss 4; pp 605. US.

Kothari, C.R., (2003). *Research Methodology: Methods and techniques* 2<sup>nd</sup> ed. Wishwa Prakashan, New Delhi.

Lawler, E. E., III, (1973). *Motivation in work organization*. Monterey, CA: Books/ Ccole Publishing Company.

Liao, T.F., (1994). *Interpreting Probability Models: Logit, Probit, and Other Generalized Linear Models*. Series: On Qualitative Applications in the Social Sciences. Thousand Oaks. Landon, New Delhi. 88p.

Maddala, G. S., (1989). *Limited Dependent and Qualitative Variables in Econometrics*. Cambridge University press, USA, 401p.

Manton, L.N., and van Es, J. C., (1985). Why do extension agents resign? *Journal of Extension*, 23(3). Accessed on January 8, (2003) from [http://www.joe.org/joe/1985\\_fall/a4.html](http://www.joe.org/joe/1985_fall/a4.html).

World Health Organization *Health systems financing—the path to universal coverage*. Geneva: World Health Report, 2010

Willis-Shattuck M, Bidwell P, Thomas S, et al. Motivation and retention of health workers in developing countries: a systematic review. *BMC Health Serv Res* 2008;8:247

Willis-Shattuck M, Bidwell P, Thomas S, et al. Motivation and retention of health workers in developing countries: a systematic review. *BMC Health Serv Res* 2008;8:247.

Scott K, Shanker S. Tying their hands? Institutional obstacles to the success of the ASHA community health worker programme in rural north India. *AIDS Care* 2010;22:1606–12

Kane SS, Gerretsen B, Scherpbier R, et al. A realist synthesis of randomised control trials involving use of community health workers for delivering child health interventions in low and middle income countries. *BMC Health Serv Res* 2010;10:286. [PMC free article] [PubMed]

Palmas W, Teresi JA, Findley S, et al. Protocol for the Northern Manhattan Diabetes Community Outreach Project.

A randomised trial of a community health worker intervention to improve diabetes care in Hispanic adults. *BMJ Open* 2012;2:e001051; doi:10.1136/bmjopen-2012-001051 [PMC free article][PubMed]

Macinko J, De Fátima Marinho de Souza M, Guanais FC, et al. Going to scale with community-based primary care: an analysis of the family health program and infant mortality in Brazil, 1999e2004. *Soc Sci Med* 2007;65:2070–2080 [PubMed]

Robert J, Blendon RJ, Benson JM, et al. A four-country survey of public attitudes towards restricting healthcare costs by limiting the use of high-cost medical interventions. *BMJ Open* 2012;2:e001087; doi:10.1136/bmjopen-2012-001087 [PMC free article] [PubMed]

# **CURRICULUM VITAE**

**Of**

**MOSISA KEJELA MEGERSA**

**CONTACT:** Mob: +251 911 24 3883 or +251 933707782, E- mail: [mkmegersa@yahoo.com](mailto:mkmegersa@yahoo.com)

## **EDUCATIONAL BACKGROUND:**

- MSW Degree in Social Work , Indira Gandhi National Open University(IGNOU), Maidan Garhi , New Delhi -110068, India , June, 2013.
- BA Degree in Management, Alpha University College, Addis Ababa, Ethiopia, Dec, 2011.
- Diploma in Management, Alpha University College, Addis Ababa, Ethiopia, Dec, 2002.
- BA Degree in Theatre Arts, Addis Ababa University, Addis Ababa, Ethiopia, Jul, 1986.

## **TRAINING:**

- Certificate in Computer Literacy, Ethiopian Science and Technology Commission Training Centre, Addis Ababa, Ethiopia, Feb, 2000.
- Certificate in Gender Project Formulation, Austrian Embassy Development Cooperation (AEDC), Aug, 2000.
- Certificate in the Prevention, Sexual Harassment and Abuse of Authority in the workplace, Online Course, UNDP Certified, Mar 2009.
- Certificate in Ethics Training in Assessment, Online Course, and UNDP Certified, February, 2009.
- Certificate in Gender Journey, Online course, UNDP Certified, March 2009.
- Certificate in Democratic Governance, Online Course, and UNDP Certified, March 2009.

## **RESEARCH:**

- Assessing Supervision of Social Work Practicum: the case of master of social work of SMU –IGNOU Program Sep., 2017.
- Assessing the Advising of International Programs of St. Mary's University and Indira Gandhi National Open University Masters Programs Sep, 2016.

- The Role of Social Workers in Improving Quality Health Care Services: The Case of ALERT Public Hospital , Sep, 2015.
- MSW Dissertation on Assessment of Women Saving and Credit Cooperative Services in Zuway Dugda District, South East of Ethiopia, May 2013 ,Addis Abba ,Ethiopia.
- Produced community mobilization works on the UN Convention on the Rights of the Child, HIV /AIDS Prevention, Girl Child Education, EPI / ORT, Child Labor and young girl prostitutes.
- Women saving and credit Services: the Case of Zuway Dugda District Published on JBAS Journal of St. Mary's University, Sep, 2015.

### **WORK EXPERIENCES:**

#### **ASST. DEAN, FACULTY OF INTERNATIONAL PROGRAMS ST. MARY'S UNIVERSITY (SMU), ADDIS ABABA, ETHIOPIA, AND APRIL 2014-TO- DATE.**

- Responsible to manage the international programmers' conducting of needs assessment , expansion of new programs , execution of approved programs and coordination of programmes with partners , communication with partner institutions , provision of professional guide to students , establishment of smooth operational of the programmes;
- Provided technical support to social work students on social work field practicum practicing of methods such as casework ,group work ,community organization and community development , social welfare administration , social action and social research ;
- Supervised , mentored and coach the field work practicum placement in healthcare ,education , service and development agencies settings ;
- Advised the students on project proposal preparation , research paper writing, report writing ,communication ,coordination and time management skills ;
- Mentored social work skills of students in dealing with individual, group, and community, and family, home visit that comprise youth, women, community elders and leaders as well as other stakeholders.
- Coordinated academic counseling , tutor marked assignment awarding ,placement of the students in agencies , problem solving with partner agencies , facilitation of teaching and learning process;

- Provided individual and group counseling on the development of students' knowledge, skills, attitude and professional self - development.
- Advised the students on case management, case conferencing and investigation and intervention theories and practices.

**TEAM LEADER/ OPERATIONS OFFICER, UNITED NATIONS MISSION IN SUDAN (UNMIS). OCT 2010-MAR 2011**

- Responsible for two counties to identify and develop strategic partnerships with government, corporate sector, civil society and donors, volunteer placements, support of volunteers and building networks;
- Responsible to prepare operational plan , implementation , monitoring , evaluation , and reporting of the referendum programmes activities ;
- Coordinate technical support provision to governmental and non- governmental organizations , volunteers and other partner organizations in implementation of referendum project ;
- Ensure the smooth – functioning of placement development and volunteer management systems and process ,within the county and the state programme office ;
- Ensure smooth implementation of field operations effectively by addressing policy guidance, logistics, and other project needs as per SOP;
- Facilitate the training of different community members such as youth and women ,community leaders and elders to actively involve them in development programmes through empowerment;
- Plan , organize and coordinate , implement ,monitor ,evaluate and report capacity building training with the objective of attaining high standard of performance in accordance with policies and guidance of the UN Mission in Sudan ;
- Supervise teams in the County and provide overall team leadership and guidance for the team activities and delegation as per SOP;
- Administer UN personnel and the project office without dedicated administration officer and performed daily administrative matters like sustaining UN living and working standards;
- Serve as security focal person and participate in security management meeting (SMT), delegate the UN Mission in the county and reporting of the project implantation.

**PROVINCIAL PUBLIC OUTREACH AND TRAINING ADVISOR, UNDP PROJECT - AFGHANISTAN, FEB 2009 – JAN 2010**

- Responsible for production of Information , Education and Communication productions of face- to- face , community mobilization events , on – the- spots programmes through public outreach and training activities ;
- Advised provincial office in designing locally relevant outreach strategies to involve the community in democratization process;
- Advised the provincial office on training of women , youth ,elders , community leaders and other sectors participation in the democratization process of the country;
- Advised on the promotion of women participation in local self-government to make-decision in their affairs through empowerment ;
- Assisted on coordination of GOs, NGOs, CBOs engagement in effective mobilizing of resources and efficient utilization of the same;
- Advised the provincial office on involving socially disadvantaged groups such as displaced and disabled people, women and youth as well as other marginalized groups participation in democratization processes;

**PROVINCIAL PUBLIC OUTREACH OFFICER, UNITED NATIONS ASSISTANCE MISSION IN AFGHANISTAN / UNAMA/ MARCH 2004-DEC 2005**

- Responsible for public outreach planning ,organizing ,staffing ,directing ,coordinating, reporting , budgeting ,communication ,monitoring ,evaluation and utilization ((POSDCORB\_COMU);
- Organized capacity building training for National Public Outreach Trainers , Public Information Officer and Small Grant Officer and Panther NGO Trainers on public outreach programmes;
- Coordinated partner GOs, NGOs , UN Agencies , CSOs and media groups involvement in mobilization of target groups participation in democratization process ;
- Represented UNAMA at provincial level in Networking, Security Management Meeting and other coordination meetings;
- Prepared and submitted reports as per the requirements in a timely manner?.

**HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT ADVISOR, OROMIA  
CAPACITY BUILDING SUPREME OFFICE (OCBSO) - GO, MAY 2002 – MAR 2004**

- Responsible to advice the OCBSO on human resource development and management in establishing working systems ;
- Designed and formulated project proposals on trainings of Good Governance ,Decentralization, Participatory Planning ,Organizational Conflict Prevention and Management, Strategic Planning and Management that have been fund by DFID- Ethiopia , Pact-Ethiopia, and World Bank –Resident Mission;
- Developed and maintain appropriate working relations with Regional, Zonal and Districts and higher educational and training institutions of the national regional State;
- Served as a key liaison for communication and coordination ,assessment and reporting of activities specific to the projects among OCBSO, Donors , Line Government Offices;
- Prepared projects comprehensive narrative and financial reports for OCBSO and Donors.

**HEAD PROGRAM AND COMMUNICATION, ETHIO –SWEDISH CHILDREN AND  
YOUTH REHABILITATION AND PREVENTION PROJECT (ESCYRPP), DEC 1997 –  
MAY 2001**

- Responsible for the organization programmes , projects preparation , execution , networking , training of marketable skills training;
- Developed realistic programmes plans and budgets ,ensuring compliance with donor requirements that won funding for implementation ;
- Formulated income generation project proposals and submit to donors as well as implement the approved projects ;
- Produced awareness building Artistic works on UN Convention on the Rights of Child (UNCRC) , HIV /AIDS social ,economic ,health and psychological impact on children ,Girl ‘ Education to empowerment to realize their capabilities and entitlements , EPI / ORT the six killers of children , Child Labor’ family tradition ,lack of education, poverty, illiteracy ,adult unemployment and urbanization and prevention of young girl prostitutes ;
- Promoted the awareness of the community members on contributing factors for street children such as socio-structural ,economic, school dropout, natural climates ,cruelty and abuse ,neglect ,broken family, peer group and media influence;

- Advised the children and youth on personal values, family values ,cultural values social values and work values ;
- Prepared and submitted the projects implementation narrative and financial reports to Line Bureau and Donor Agencies.

**GENERAL MANAGER, CHILDREN AND YOUTH THEATRE / CYT/ JULY 1992 – JULY 1997**

- Established management systems of Children and Youth Theatre personnel, financial and property effectively and efficiently.
- Formulated, implemented, monitored, evaluated, reported and coordinated Japan Embassy , UNICEF and Norway Save the children projects of artistic production and professional equipment ,
- Produced awareness building Artistic works on UN Convention of Child Rights , HIV /AIDS Prevention ,Girl Child Education , EPI / ORT , Child Labor and young girl prostitutes ,
- Established good working relations with media such as TV , Radio and News Agency
- Prepared reports and submitted to HQ on a regular basis.