**QUEENS COLLEGE**

**Department of Masters of Business Administration**

**Management Theories and Practices group Assignment**

**On**

**Motivation of Employees on Top Water Factory**

**Section D**

**Name Id**

**1. Kelemu Misganaw. .................GSR/0262/14**

**2. Aster Mekonnen.....................GSR/263/14**

**3. Helen Kifle.................................GSR/0273/14**

**4. Yalemzerf Anteneh....................GSR/0233/14**

**5. Meseret Tesfaye..........................GSR/0239/14**

**6. Melke Lemu.................................GSR/0264/14**

**7. Mekdes Dejene...........................GSR/0261/14**

**8. Hiwet Debebe............................GSR/0221/14**

**9. Weynshet Taddese...................GSR/0274/14**

Table of Contents

[1. Background of the Organization 3](#_Toc96373468)

[1.1 Top Water Factory 3](#_Toc96373469)

[1.2 Mission 3](#_Toc96373470)

[1.3 Vision 3](#_Toc96373472)

[2. Literature Review 3](#_Toc96373473)

[2.1 Concepts of Motivation 3](#_Toc96373474)

[3. Objectives 6](#_Toc96373475)

[3.1 General objective 6](#_Toc96373476)

[3.2 Specific Objective 7](#_Toc96373477)

[4. Data Collecting Methodology 7](#_Toc96373478)

[4.1 Sampling Technique 7](#_Toc96373479)

[4.2 Data sources and types 8](#_Toc96373480)

[4.3 Data Analysis and Interpretation 9](#_Toc96373481)

[5. Summary, Conclusions, and Recommendations 19](#_Toc96373482)

[References 22](#_Toc96373483)

# Background of the Organization

## Top Water Factory

The factory is located in the Oromia Region of Ethiopia around Tatek Geffersa Nono area – some 18 kilometers from the capital Addis Ababa. It was established in 2009 EC. Top water bottling plant has the capacity of bottling and packing 18,000 bottles and 920 jars per hour. The fully automated top water bottling plant is installed within the 11,000 square meters of land, the organization leased from Oromia Regional State. The company entered the growing water market with total investment of 273 million birr by creating jobs for 147 employees.

## Mission

The Company’s mission is to be the global drinking water of top, leader and educator for continual awareness of consumers to the culture of drinking and value of natural mineral water.

## Vision

Its Vision is to make every person drink and experience Top natural mineral water and consequently feel inspired and uplifted physically, emotionally, spiritually and mentally.

# Literature Review

## Concepts of Motivation

Nowadays every scholar defines motivation in their own wording for explanation. It may include the words like desire to do the work, aim, motives and needs etc. The term motivation is derived from the Latin word “mover” which means to be moved to do something Ryan & Deci, (2000) for them motivation is the willingness to exert high levels of effort towards organizational goals, conditioned by the effort’s ability to satisfy some individual need. Motivation is also consider as the interaction between the individual and the situation or environment. Motivation is inferred from a systematic analysis of how personal task and environmental characteristics influence behavior and job performance (Ryan & Deci, 2000).

Earlier theorists tended to explain that, motivation is related to needs satisfaction i.e. Maslow, whilst the more recent cognitive psychologists describe motivation as a product of conscious decision (Williams & Burden, 1997). After reviewing all the related definitions we define motivation as “a force that originates individuals to take actions to accomplish personal and organizational goals”. Individuals have not only different amounts, but also different kinds of motivation with respect to environment and culture (Deci & Ryan, 2000). Human resource needs depend on internal and external factors, these factors need to be identified and satisfied for better outcomes.

**Types of Motivation**

**Intrinsic Motivation**

The act of being motivated by internal factors to perform certain actions and behavior is called Intrinsic Motivation. (Mahaney,& Leader, 2006).

**Intrinsic Motivational Factors**

**Working Condition**

The conditions in which an individual or staff works, including but not limited to such things as amenities, physical environment, stress and noise levels, degree of safety or danger, and the like. Workplace environment may have either positive or negative impact on the motivation level of employees depending upon the nature of working environment. The employees can perform better if they are provided good environment. The working outcomes are directly interlinked with working environment; the more it (environment) is conducive the better the outcome will survive.

Dole and Schroeder (2001) confirmed that when working environment is conducive, it will give higher level of motivation and in turn enhance the morale of an employee. Mahaney, & Lederer, (2006).found that workplace is connected with motivation associated with job accomplishment and it is indirectly connected with turnovers.

**Work Content**

Content of the work itself is a major source of satisfaction. The content of the work should be encouraging and interesting and have variety inbuilt in it so that it is not boring. Positive feedback from the job and autonomy has been considered to be important for motivation of employees. Job content is individual level feeling that reflects whether employee needs are or not fulfill by the individual job. Organization should organize, arrange and manage job to satisfy workers (Mahaney, & Lederer, 2006).

**Job Appreciation**

The appreciation is an important factor for wellbeing and success of any organization. Appreciation can be defined as “acknowledge the value and meaning of something an event, a person, a behavior, an object and feeling a positive connection to it”. When employees are appreciated, feel good about themselves and they have many things give to others, on the other hand when they are exhausted, less able to perform their job functions properly and performance level become worse (Fagley & Adler, 2012 ).

**Promotion and Growth**

The most important factors of any organization are the opportunity for internally promotion and growth of workers. Promotion and growth factor can make a positive contribution to the development of any organization. Setlzer, (2010) described in general as a man of ability who applies himself conscientiously to his duties and studies may be reasonably assured of reaching a position of responsibility.

**Extrinsic Motivation**

Whenever an individual performs an action or behavior because the individual is affected by the eternal factors such as rewards or punishments, such form of motivation is called Extrinsic Motivation*.* (Taylor, & Taylor, 2010).

**Extrinsic Motivational Factors**

**Payment/ Salary**

Organizations need to offer their workers a wage rate that should be more than market rate. This would increase workers efficiency, responsibility, trustworthiness and decrease shirking Maximization of employee wage leads to increase in the efficiency (Taylor & Taylor, 2010). Wages and employee satisfaction is correlated factors. Employee’s motivations level becomes increase when organizations increase monetary benefits for their employees (Miller, 1980).

**Benefit**

According to Seltzer J.A. (2010) claim fringe benefits covers bonus, social security measures, retirement benefits like provident fund, gratuity, pension work men compensation, housing medical, canteen, Co-operative credit, consumer stores educational facilities, recreational facilities financial advice and so on. Such benefits given to the employees are highly connected with employee’s contribution to the organization.

**Recognition**

Recognitions are positive and importance given to workers for a positive behavior (Ash and Kay (2012)) it can be greeting, approval, appreciation, financial reward etc. The organization provides rewards to employees due to desire attitude. It is normally given to worker when they accomplish a specific goal and complete the specific task. The recognition can be formal (years of award), informal (sincere thanks, pass around trophy), financial incentives etc. Employees supposed to be recognized when they perform good job (Ash and Kay, 2012).

# Objectives

## General objective

The general objective is to examine the motivation of workforce on top water factory.

## Specific Objective

* To examine the workers motivation
* To examine the workers experience
* To examine the workers promotion and growth
* To examine employees incentive or compensation

# Data Collecting Methodology

This study was conducted by using mixed research approach. The reason behind selecting mixed approach was it enables me to provide a comprehensive analysis since both quantitative as well as qualitative data has been collected.

## Sampling Technique

For this study both probability and non-probability sampling techniques were used. Among the probability sampling techniques, a simple random sampling technique was used to select employees. Since it is gives equal chance for all target employees. Among the Non-probability sampling techniques, purposive sampling was used to select the manager because this technique helps to select respondent who has direct relation with issue under study.

**Target population**

The target population of the study was all employees currently working in the company.

**Sample and sample size determination**

To determine the sample size from the target population, I had draw by using Yemane, (1967). According to Yemane, (1967) for larger population whose size is known, sample size can be determined by the following formula.



Where, n= sample size, N= Population size, and e= the margin of error. Then at 5% significance level,

107.49

Therefore, the total sample size is approximately equal to 107 employees.

**Table 3.1 The Sample frame and Sample Units**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| NO | Sample Unit | Target populations | Sample size | Sample technique | Methodology  To be used |
| 1 | Employees | 147 | 107 | Simple random sampling | Questionnaires |
| 2 | Deputy Manager | 1 | 1 | Purposive sampling | Interview |

Source: Field Survey, 2020

## Data sources and types

For this study I use Primary data sources .The primary data sources are Deputy Manager and employees of the technical staff of the company.

**Questionnaires**

For this study, Closed-ended questionnaires with five Likert scale measurement was used to determine the level of agreement.

**Interview**

In this study, semi- structured interview were used to conduct in-depth interview with Deputy Manager.

## Data Analysis and Interpretation

**Table 4.1 Response Rate of Participants**

|  |  |  |  |
| --- | --- | --- | --- |
| Unit of study | Questionnaires  distributed | Questionnaires  returned | Percent |
| employees | 107 | 104 | 97.2% |

Source: Field survey, 2020

According to Mugenda and Mugenda (2003) proposed a response rate of 50% is adequate for analysis, 60%, is good, 70% and above response rate is excellent.

**Demographic Characteristics of the Respondents**

**Table 4.2.Personal information’s of the respondents**

|  |  |  |  |
| --- | --- | --- | --- |
| Variable | | Variable Frequency | Variable Frequency Percentage (%) |
| Gender | Male | 70 | 67.3 |
| Female | 34 | 32.7 |
| Age | 26-33 | 45 | 43.27 |
| 34-41 | 35 | 33.65 |
| 42 and above | 24 | 23.08 |
| Marital status | Single | 42 | 40.38 |
| Married | 62 | 59.62 |
| Education level | Certificate | 3 | 2.88 |
| Diploma | 10 | 9.62 |
| Degree | 79 | 75.96 |
| Master | 12 | 11.54 |
| Current position | Team leader | 20 | 19.23 |
| Experts | 15 | 14.42 |
| Supportive staff | 69 | 66.35 |
| Work experience | 1-5 years | 46 | 44.23 |
| 6-10 years | 28 | 26.92 |
| 11-15 years | 22 | 21.15 |
| 16 and above years | 8 | 7.7 |

The above table 4.2 shows in terms of gender, 70 (67.3%) were male and 34 (32.67%) were female. The number of female respondent was slightly lower than the male. Therefore, the company should pay attention for females.

Regarding the age distribution, 45 (43.27%) respondents were between 26 and 33 years of age, Followed by 35 (33.65%) respondents are between 34and 41 and only 24 (23.08 %) respondents are 42 and above 42. An age distribution helps the manager to identify how to motivate particular age groups in their work. The survey result shows that most of the respondents are younger’s energetic and productive manpower that can be able to transform the mission and vision of the company into reality. So it’s essential if the company manager has to concentrate to support this age group to increase the levels of motivation.

Related to marital status 42 (40.38%) respondents were single and 62 (59.62%) were married. This shows that most employees are married and supporting their families. Managers should be providing opportunities to all those employees to retain with them for long through motivation.

Regarding educational qualification most of the participants have a first degree 79 (75.96 %,) followed by Masters Degree 12 (11.54%), Diploma 10 (9.62%), and certificate 3 (2.88%). The company manager should give more attention and motivation to degree holder employees to bring better outcomes.

Concerning work position, the majority of the respondents 69 (66.35%) are supportive staffs, followed by team leader, and experts with 20 (19.23%) and 15 (14.42%) respectively.

About 46 (44.23 %), of the respondents have work experience 1- 5 years, followed by 28 (26.92%) 6-10 years, 22 (21.15%) 11-15 years’ experience and the remaining Amount 8 (7.7%), of the respondents have work experience above 16 years.

**The Trend of Employees Motivation in my Company**

**Working Conditions of the Organizations**

**Table 4.3 Perceptions of employees towards working conditions**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| No | Items | Rating Scales | | | | | Mean | St.dev |
| 1 | 2 | 3 | 4 | 5 |
| 1 | My manager is making the working condition interesting by supplying equipment to perform my job | 32  (30.8) | 40  (38.5%) | 10  (9.6%) | 17  (16.3%) | 5  (4.8% ) | 2.26 | 1.2 |
| 2 | I have a good working relationship with my manager | 7  (6.7%) | 35  (33.7%) | 30  (28.8%) | 26  (25%) | 6  (5.8%) | 2.92 | 1.04 |
| 3 | I have a good working relationship with my colleagues. | 13  (12.5%) | 23  (22.1%) | 18  (17.3%) | 34  (32.7%) | 16  (15.4%) | 3.16 | 1.65 |
|  | The average mean value of the company working conditions | | | | | | 2.78 | 1.3 |

Key: - 1= strongly disagree, 2= disagree, 3=neutral, 4=agree 5=strongly agree.

Source: Field survey, 2020

As shown on the above table, regarding working conditions of organizations 17 (16.3%) of the respondents have strongly disagreed 33 (31.7%) of respondents disagreed 19 (18.3%) of respondents have remain neutral, 26 (25%) of respondents have agreed and 9 (8.7%) of respondents have strongly agreed that management is making working conditions appropriate to perform job. From the survey most of respondents 50 (48%) was not motivated by the organizational working conditions 19 (18.3%) neutral, and the remaining 35 (33.7%) of respondents were motivated by working conditions of their organization.

The overall mean of working condition shows a mean of 2.78, which shows below average of suggested points which implies, the working condition of the organization, is not suitable to motivate employees. Dole and Schroeder (2001) stated that when working environment is conducive, it will give higher level of motivation and in turn enhance the morale of an employee.

**Work Contents**

**Table 4.4 Perceptions of employees towards work contents**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| NO | Items | Rating scales | | | | | Mean | St.dev |
| 1 | 2 | 3 | 4 | 5 |
| 4 | I am interested in my current work | 17  (16.4%) | 41  (39.4%) | 11  (10.6%) | 28  (26.9%) | 7  (6.7%) | 2.71 | 1.16 |
| 5 | I am getting professional training  related to my work at current  position | 12  (11.5%) | 38  (36.5%) | 16  (15.4%) | 25  (24%) | 13  (12.5%) | 2.89 | 1.25 |
| 6 | I have a certain degree of autonomy in my work | 16  (15.4%) | 42  (40.4%) | 10  (9.6%) | 27  (26%) | 9  (8.6%) | 2.72 | 1.24 |
| The average mean value of the company working contents | | | | | | | 2.77 | 1.22 |

Key: - 1= strongly disagree, 2= disagree, 3=neutral, 4=agree 5=strongly agree.

Source: Field survey, 2020

The table 4.4 shows 15 (14.4%) & 40 (38.5%) of the respondents strongly disagree and disagree respectively, while 12 (11.5%) of the respondents remain neutral, 10 (9.6%) & 27 (26%) of respondents strongly agree and agree respectively. The results specify that 55 (52.9%) of respondents disagreed, 12 (11.5%) remain neutral and only 37 (35.6%) agreed that they were motivated in their working contents. From finding it is concluded that large numbers of employees believe working contents as a cause of de motivation factor at their company.

The aggregate mean value of 2.77 and standard deviation 1.22 shows that more than half of the respondents are not interested in their work. As for Mahaney, &Lederer (2006), the content of the work should be encouraging and have variety in built in it so that it is not boring. Positive feedback from the job and autonomy has been considered to be important for motivation of employees. He also adds that too tough or job having two little challenge brings frustration and feeling of failure. Hence the job should be moderately tough so that the individual has to stretch his or her ability, imagination and skills. Organization should organize, arrange and manage job to satisfy workers

**Job promotions and growth**

**Table 4.5 Perceptions of employees on job promotions opportunities**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| NO | Items | Rating Scales | | | | | Mean | St.dvt |
| 1 | 2 | 3 | 4 | 5 |
| 7 | There are good promotion  opportunities for employees within  my company | 12  (11.5%) | 32  (30.8%) | 25  (24%) | 20  (19.2%) | 15  (14.5%) | 2.94 | 1.24 |
| 8 | I am getting promotion on fairly  Basis from my company. | 21  (20.2%) | 27  (26%) | 18  (17.3%) | 22  (21.2%) | 16  (15.4%) | 2.86 | 1.37 |
| 9 | The company’s promotion policy  is clearly communicated to all  employees | 14  (13.5%) | 36  (34.6%) | 17  (16.3%) | 24  (23.1%) | 13  (12.5%) | 2.87 | 1.27 |
| The average mean value of promotion practices | | | | | | | 2.89 | 1.29 |

Key: - 1= strongly disagree, 2= disagree, 3=neutral, 4=agree 5=strongly agree.

Source: Field survey, 2020

The table 4.5shows 16 (15.4%) & 32 (30.8%) of the respondents strongly disagree and disagree respectively, while 20 (19.2%) of the respondents remain neutral, 15 (14.4%) & 22 (21.2%) of respondents strongly agree and agree respectively. The results specify that 48 (46.2%) of respondents disagreed, 20 (19.2%) remain neutral and only 37 (35.6%) agreed that they were motivated in their job promotion. From finding it is concluded that large numbers of employees believe lack of promotion as a cause of de motivations factor at their company.

The aggregate mean value of 2.89 and standard deviation 1.29 shows that more than half of the respondents are not promoted based on their work.

**Recognitions**

**Table 4.6 Perceptions of respondents on Recognition**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| NO | Items | Rating Scales | | | | | Mean | St.dev |
| 1 | 2 | 3 | 4 | 5 |
| 1 | Getting recognition from manager for good performance is motivating me | 4  (3.8%) | 8  (7.7%) | 23  (22.1%) | 21  (20.2%) | 48  (46.2%) | 3.97 | 1.16 |
| 2 | I receive feedback from my manager on work progresses | 14  (13.5%) | 35  (33.7%) | 18  (17.3%) | 24  (23.1%) | 13  (12.5%) | 2.88 | 1.27 |
| 3 | I receive appreciation from my  manager for work well done | 26  (25%) | 33  (31.7%) | 13  (12.5%) | 20  (19.2%) | 12  (11.5%) | 2.61 | 1.35 |
| The average mean value of recognition | | | | | | | 3.15 | 1.26 |

Key: - 1= strongly disagree, 2= disagree, 3=neutral, 4=agree 5=strongly agree.

Source: Field survey, 2020

Table 4.6 indicates 15 (14.4%) of respondents strongly disagreed, 25 (24%) were disagreed, 18 (17.3%) are neutral, whereas, 22 (21.2%) agree and 24 (23.1%) strongly agree on answering questions. The results specify that 40 (38.5%) of respondents disagreed, 18 (17.3%) remain neutral and 46 (44.2%) agreed that they were motivated in recognition given to them.

The total mean for all dimensions under recognition shows a mean of 3.15 with standard Deviation of 1.26 which shows the majority of the respondents believe that current recognition system of the company motivate them to work well.

Ash and Kay (2012) recognitions are a positive and importance given to workers for a positive behavior. It can be greeting, approval, appreciation, financial reward etc. The employees supposed to be recognized when they perform good job. Workers, who recognized are likely to be feel more valued and committed to their organizations (Ash and Kay, 2012).

**Basic payment /salary**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| NO | Items | Rating scale | | | | | Mean | St.dev |
| 1 | 2 | 3 | 4 | 5 |
| 4 | My basic payment is satisfactory in  relation to what I do | 26  (25%) | 45  (43.3%) | 13  (12.5%) | 12  (11.5%) | 8  (7.7%) | 2.33 | 1.2 |
| 5 | I am earning the same as other  people in a similar job in other  Company. | 14  (13.5%) | 17  (16.3%) | 10  (9.6%) | 33  (31.7%) | 30  (28.8%) | 3.5 | 1.4 |
| 6 | I feel that the existing payment is  motivates me to perform my jobs  better | 32  (30.8%) | 38  (36.5%) | 15  (14.4%) | 10  (9.6%) | 9  (8.7%) | 2.29 | 1.24 |
| The average mean values of basic payments | | | | | | | 2.7 | 1.28 |

**Table 4.7 Employee’s perceptions to basic payments**

Key: - 1= strongly disagree, 2= disagree, 3=neutral, 4=agree 5=strongly agree.

Source: Field survey, 2020

As shown on table 4.7 24 (23.1%) of the respondents were strongly disagreed, 33 (31.7%) were disagreed, 13 (12.5%) were remain neutral, 18 (17.3%) were agreed and 16 (15.4%) of respondents have strongly agreed to the statement. The results specify that 57 (54.8%) of respondents disagreed, 13 (12.5%) remain neutral and 34 (32.7%) agreed that they were motivated in recognition given to them.

The overall mean value of respondents on payment of the organization is 2.7 with standard deviation of 1.28 which implies large amount of employees believe that the current basic payment of the organizations not motivated them to perform well.

Taylor and Taylor (2010), Good wages are one of the significant factors for employee motivation .Wage rate that is below than market rate leads to workers dissatisfaction. Organization should maximize the employee effort and reduce the production cost of their business by increasing the salary rate more than market rate. Workforce positive performance and low wages cannot continue together. Maximization of employee wage leads to increase in the efficiency .Wages and employee satisfaction is correlated factors. Employee’s motivations level becomes increase when organizations increase monetary benefits for their employees (Miller, 1980).

**Employee benefit**

**Table 4.8 Perceptions of employees towards current benefits**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| NO | Items | Rate of scale | | | | | Mean | St.dev |
| 1 | 2 | 3 | 4 | 5 |
| 7 | Benefit packages are modified as  necessary to ensure company’s  competitiveness | 20  (19.2%) | 38  (36.5%) | 11  (10.6%) | 20  (19.2%) | 15  (14.4%) | 2.73 | 1.35 |
| 8 | I often get bonuses from my manager  for good work. | 23  (22.1%) | 34  (32.7%) | 16  (15.4%) | 22  (21.2%) | 9  (8.65%) | 2.62 | 1.28 |
| 9 | There is equal treatment of each  staff in the benefit system in my  company | 10  (9.6%) | 22  (21.2%) | 18  (17.3%) | 29  (27.9%) | 25  (24%) | 3.36 | 1.31 |
| The average mean values of employees benefits | | | | | | | 2.90 | 1.31 |

Key: - 1= strongly disagree, 2= disagree, 3=neutral, 4=agree 5=strongly agree.

Source: Field survey, 2020

As shown on table 4.8 18 (17.3%) of the respondents were strongly disagreed, 31 (29.8%) were disagreed, 15 (14.4%) were remain neutral, 24 (23.1%) were agreed and 16 (15.4%) of respondents have strongly agreed to the statement. The results specify that 49 (47.1%) of respondents disagreed, 15 (14.4%) remain neutral and 40 (38.5%) agreed that they were motivated with employee benefit given to them.

The overall mean value of respondents on employee benefit is 2.9 with standard deviation of 1.31 which implies large amount of employees believe that the current employ benefit of the organization not motivated them to perform well.

As for Seltzer J.A (2010) employee benefit is one of powerful motivational factors and it is element of remuneration given in addition to the various forms of cash pay. They also include items such as annual holidays, pension sick leave insurance cover, company cars, home, and transportation Such benefits are those monetary and non-monetary benefits given to the employees are highly connected with employment the employee’s contribution to the organization.

**Table 4.9 Summary of motivational factors and trends of employees’ motivation**

|  |  |  |  |
| --- | --- | --- | --- |
| NO | Motivational variable | Mean | St.dev |
| 1 | Working condition | 2.78 | 1.3 |
| 2 | Work content | 2.77 | 1.22 |
| 3 | Job promotion and growth | 2.89 | 1.29 |
| 4 | Payment/salary | 2.7 | 1.28 |
| 5 | Recognition | 3.15 | 1.26 |
| 6 | Employee benefit | 2.90 | 1.31 |
| The Average ( aggregate) mean values of motivation level | | 2.87 | 1.27 |

Table 4.9 shows the aggregate mean values and standard deviations of work motivational factors rated by respondents. The respondents have a mean value of 2.87 and a standard deviation of 1.27, which is below the moderate value of 3. Based on this mean, I conclude that respondents are slightly motivated with the overall jobs level of motivations.

Moreover, the aggregate mean values of intrinsic motivations questions on this research have a mean value ranging from 2.77 to 2.89 .The lowest mean result was perceived by work content (mean 2.77 with standard deviations of 1.22. This result implies that the organizations is not motivate the employees by giving attention to their work content and it needs focus to make some correction in order to enhance employee’s motivation for better performance. The highest mean scoring variable of intrinsic motivations is job promotion and growth (mean 2.89 with standard deviations of 1.29) which indicate that most of respondents have got job promotion and growth for their best performance.

The average mean values of extrinsic motivation items on this study are, ranging from 2.7to 3.15. The lowest mean result was perceived by payment / salary (mean 2.7 with standard deviations of 1.28). This result implies that the employees are not satisfied with the payment system of their company, so the company should give attention for this in order to accelerate the motivation of its employees. The highest mean scoring variable of extrinsic motivations is 3.15 with standard deviation of 1.26 which indicates that most of respondents have got recognition for their best performance and are moderately satisfied. Therefore the company should apply this experience for other intrinsic and extrinsic motivation types to well motivate all employees and to be successful.

Interview made with Deputy Manager of the organization displays the following findings.

*“There are different mechanisms to motivate employees. For example managers provide rewards, likes, certificate for their best performance at the end of the year, usually intrinsic motivations such as appreciations, giving feedbacks based on their plan and accomplishment*, or *recognitions for their professional success. There was also helps in kinds like incentives, allowance, and different benefits are given based on organizational resource but it hasn’t continuity for every year”.*

According to Carolina M. (2010), oral recognition job appreciation, feedback, from the manager was perceived as highly motivating factors. Study by Khan& Lodhi, I. (2010) stated that good wages, promotion and recognition explained 71% variance in employee’s extrinsic motivation are significant contributor of motivation as compared to intrinsic motivation factor ( Khan et al., 2010).

However, the quantitative finding illustrated that there were management problems on Implementing, thus civil servant rule and guideline related with employee’s motivation should be implemented correctively within the given period of time by the company to motivate its employees.

# Summary, Conclusions, and Recommendations

As I observe and as the quantitative data shows there is low level of motivation in my company.

Employee motivation is a major component of organizational success. Demotivation happens when employees have lost their inspiration or will to take action. This lack of interest and enthusiasm for work can have disastrous consequences for a company.

A Demotivated employee can experience a lack of motivation temporarily or, in the worst cases, permanently. This is when managers have a great role to play. It’s important to tackle the issue before it becomes too deep and has the time to impact negatively other team members. The longer the problem is overlooked, the harder it’s going to be to re-inject motivation in an employee, if even possible.

So, to limit the problem at early stage the Manager should be on the lookout for the following warning signs that often translate a low moral:

* Lower level of involvement or commitment
* Unusual delays or unexplained and repeated sick leave
* Impression that the employee is intentionally sabotaging projects or acting as a roadblock
* Repeated mistakes or signs of thoughtlessness
* Negative behaviors and attitudes
* Lower productivity and performance
* Disregards warnings and comments

In fact, when employees experience low levels of motivation, they are often stressed, aggressive, and reluctant to engage in any type of communication. Demotivation is a real obstacle to building efficient work relationships that are productive and constructive. Moreover, it can initiate a dangerous vicious circle that impacts negatively overall business performance and work quality.

Low levels of employee motivation have the following main consequences:

1. Endangers economic stability
2. Lower business performance
3. Lower individual productivity
4. Dissatisfied clientele
5. Poor work quality
6. Poor work atmosphere
7. Demotivated teams

Therefore to reduce the above consequences the manager, employees and the company as a hole should follow and apply the following ideas.

Bringing motivation to the team is a long-term job for the manager, which must be integrated in his management style. Adopting an inclusive and participative management style favors employee motivation. On the other hand, an authoritarian or coercive style would be the least adapted.

Employees who are affiliated to business decisions feel happier in their work. Emotions and feelings are leveraged to create a powerful bond that motivates employees who are in turn more committed to their role.

To give their best, employees should be able to evolve in an environment that promotes their wellbeing. They should simply feel good to come to work and enjoy positive work relationships. That’s why it’s important for managers to solve conflicts early as soon as they arise in their team.

A management style that encourages competition can only be healthy to the extent that it doesn’t create tensions and hard feelings between team members. Consider hence why it’s crucial to organize frequent team building to federate employees.

A good work environment will also be dependent on company’s internal communication, whether it is formal or informal. Everything is a matter of quantity and shouldn’t put the spotlight on teams while leaving individuals to the side. All should be recognized and appreciated according to their level of contribution in the company.

The managerial revolution that is required to engage and motivate might not be easy to implement, but it’s sure to deliver positive outcomes for organizations. HR departments should ensure that the work conditions that are provided to their employees don’t constitute an obstacle to [employee engagement](https://www.employeeconnect.com/blog/7-pillars-employee-engagement/). On the other hand, a great workplace should be stimulating and motivating. A transparent communication, a culture oriented towards innovation and more agile business practices that encourage collaboration are keys to bring achieve success and maintain a positive motivation levels.

# References

Ash K. M Founder, & Kay, M.(2012).1501 ways to reward employees. Canada. Thomas Allen & son limited. E -book.

Khan, K, Farooq, S, & Khan Z(2010). A Comparative Analysis of the Factors Determining Motivational level of employee working in commercial Banks in, International Journal of Business & Management, 5(12), 180-184.

Mahaney, R. C. &Lederer, A.L. (2006). The Effect of Intrinsic and Extrinsic Rewards for Developers on Information Systems Project Success, Project Management Journal, 37 (4), 42-54.

Miller, J. (1980). Individual and Occupational Determinants of Job Satisfaction, Work and Occupations, 7(3), 337-66

Mugenda, A. G. and Mugenda, O.M.(2003). Research Methods; Qualitative and quantitative Approaches. Nairobi: Kenya Acts Press.

Ryan. R. M. & Deci. E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. Contemporary Educational Psychology, 25(1), 54-67.

Seltzer.J. A. (2010). Salaries, and promotion opportunities in the English banking industry. 1890 - 1936. Journal of business history, 52(5), 737-759

Taylor. J. & Taylo, R, (2010). Working hard for more money or working hard to make a difference? Efficiency wages, public service motivation and effort. Review of public personnel administration. 31(1), 67-86

Yamene, T. (1967). Statistics: an introductory text