



**ASSESEMENT OF MOTIVATIONAL FACTORS THAT AFFECT EMPLOYEES  
PERFORMANCE (A CASE STUDY ON ETHIOPIAN ELECTRIC POWER  
CORPORATION, EASTERN REGION (EPCO) DIRE DAWA DISTRICT)**

**A Research Paper for a Submitted in Partial Fulfillment  
of the Requirement for the Award of Bachelor of Arts  
(BA) in MANAGEMENT**

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## **Abstract**

*The study was conducted for identifying motivational factors affecting employee's performance. The objective of the study was to assess motivational factors affecting the employee's performance and techniques applied to come up with successful performance. The case study was under taken in EEPCO Eastern Region Dire dawa district office in Diredawa*

*In order to answer the above mentioned objectives the study used both primary and secondary source of data. These primary data were collected by structured questionnaire and interviews, whereas secondary data from Books Company's journal and different documents collected through document analysis (document review) techniques. The method of sampling I used was simple random sampling because it gives equal chance for all employees and free from biases. In order to analyze and present the data collected from different parts, the researcher used descriptive type of data analyze through percentage and tabulations.*

*Finally based on the finding it is possible to say the EEPCO eastern Region Dire Dawa distinct office failed in providing motivational factors, resulting the poor performance of the employee is in the office. Regarding this problem, the researcher recommends the district to provide sufficient incentives for the employees to enhance their performance.*

## **Acronomy**

CBE	College Of Business And Economies
EEPCO	Ethiopian Electric Power Corporation

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# **CHAPTER ONE**

## **1. INTRODUCTION**

### **1.1 background of the Study**

Motivation as defined by Nelson and Quick (2013) “is the process of arousing and sustaining goal-oriented behavior.” The authors posit that “the word motivation comes from the Latin root word ‘movere’ which means “to move” (ibid). Wesson et al., (2010) posit that formally, motivation can be defined as the energetic forces which originate from within and outside the employee and which initiate an effort related to work hence determining the intensity, persistence and direction to be taken, and is therefore very important because job performance is believed to be related strongly to both motivation and ability. Wesson et al. (2010) go on to say that motivation determines what an employee does at any given time and where their efforts will be channeled. There are two different ways that managers can use to motivate different employees at the workplace namely; using extrinsic motivators (those that are visible to others and are tangible) such as promotions, pay and benefits; and intrinsic motivators (those that are internally generated and associated with the task itself) such as performing meaningful work, feelings of achievement, responsibility, competitiveness and accomplishment (Luthans, 2011)

However, as Nelson and Quick (2013) note, although many executives in many organizations still value the old and traditional motivation theories like Maslow’s, there are other executives who prefer to make use of new motivational ideas to motivate their employees. The authors posit that in the past decade, there are two new ideas that have emerged in motivation: one idea is from the positive organizational behavior and is centered on eustress (healthy, normal stress), strength (having courage, principled action, and being emotionally positive at work), and hope where employees see opportunities, challenges and generally feel energized by their daily experience at work.

However, the researcher initiated to investigate this paper because of effects decline of performance question arisen on the EPECO Eastern Region Dire Dawa district Therefore the research imitated to do this research to find the problem arises in the employee side of EPECO eastern region Dire Dawa district and their satisfaction towards the management and service of the organization.

## **1.2 Background of the Organization**

Eclectic power was introduced to Ethiopian in the late 19<sup>th</sup> century during the regime of menelik. The first generator was said given to menilik around the year 1898 to light the palace.

In addition to the use of generators, menilik got constructed the first hydro power plant on Akaki river in the year 1912 in order to supply power to small factories that had been established in Addis Ababa. Consequently, the power supply that had been limited to small factories and the palace was extended to public places and major read in the vicinity of the palace.

In the year 1948, an organization that had been vested with the power to administer the enemy property was evolved to an organization called shewa electric power. The head office of authority would be in Addis Ababa, with offices at different place and as necessary. At that time the annual electric production capacity of the authority was 35 GWL, while total number of customers was 1250).

In order to a compensate the new change in the environment, the Ethiopian electric light and power authority was transformed to the Ethiopian electric power corporation (EEPCO) by reorganizing its functions on the basis of the principle of commercialization and decentralization.

### **1.3 Statement of the Problem**

the each and every individual employees needs in the organization. According to Fugate and Kinicki (2012), effective employee motivation is having been one of the most important yet difficult duties of management, and, that its success has become more important now than ever especially in light of the global competition for organizations to produce lower priced yet better quality products while still managing a diverse workforce.

It is obvious that managers many times describe their problem in relation to employees as lack motivation and ask them all performance of the organization. But the very difficult issue is to identify Due to this the organization that I have selected to conduct study were faced different problems. The problems that has faced the corporation due to lack of motivation are absenteeism, turnover, job dissatisfaction, stress, low job performance and lack of organization commitments Previous studies have been carried out on motivation and further research has been recommended on factors affecting employee motivation at both the public and private sectors of employment. One such study is by Gichure (2014). Another study done by Soud (2014) also recommends further research to be done on factors influencing employee performance and these are usually factors that will also motivate employees. In their study, Ankil and Pallian talk of the Self Determination Theory (SDT) which looks at autonomous, controlled Motivation and motivation as a predictor of performance and recommend that HR should

consider the theory in their endeavor to motivate employees at the work place. This study therefore aims to fill this employee motivation knowledge gap.

When conducting this research, the researcher used the following research questions.

- ❖ What are motivating and demotivating factors in EEPCO, eastern region Dire Dawa district office?
- ❖ How motivational factors that affect employee's performance in EEPCO, Eastern region, Dire Dawa district office?
- ❖ What are manager's practices of motivating employees?

#### **1.4 Objective of the Study**

This study consists of both general and specific objectives

##### **1.4.1 General Objective**

The general objective of the study is to assess motivational factors that affect employee's performance in EEPCO, Eastern region office.

##### **1.4.2 Specific Objective**

- ❖ To identify motivational factors that affect employee's performance in EEPCO, Eastern Region, Dire Dawa district office.
- ❖ To assess both motivating and demotivating factors in EEPCO, Eastern region Dire Dawa district.
- ❖ To determine managers practices of motivating employees.

### ***1.6 Significance of the Study***

The study will provide the following benefits.

- ❖ Identifying motivational factors that satisfy the employees for better work performance in the corporation.
- ❖ It helps the researcher in combining the theoretical concept with the real work environment hence gaining experience.
- ❖ The findings of this study would help the management at EPECO Eastern Region Dire Dawa district to identify areas that need to be improved as far as motivating their employees is concerned and the factors that they can identify and use in giving them a competitive edge over other players in the industry.

### **1.6 Scope/Delimitation of the Study**

This study will be conducted at EEPCO, eastern region Dire Dawa district, focusing on employees from all the various departments. The study is expected to be carried out between March to June 2019. One limitation that may be expected to come up is convincing the employees to participate in the survey, fill in and hand in a completed questionnaire in time. However, this will be solved by a proper explanation about the importance of the survey to employees and the organization, as well as ensuring that the questionnaire is not too long, and is simple to understand. The researcher will also Endeavour to hand in the tool early enough and make frequent follow-ups.

### **1.7 Limitation of the Study**

During this study, the research would face the following limitations.

The study is delimited to EEPCO Eastern Region Dire Dawa district office and which may not be possible to generalize the result of their study to all EEPCO found in another region.

The small size of the sample and not including of other branches and units has a great influence on the representativeness of the information obtained.

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## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1. Introduction**

this chapter presents a brief discussion of the major motivation that be considered within one deals with employees work environment, so management should be sensitive to various in employees need abolition and goals and they also must consider difference in preference for reward and its factors.

#### **2.2. What Is Motivation**

Motivation as defined by Nelson and Quick (2013) “is the process of arousing and sustaining goal-oriented behavior.” The authors posit that “the word motivation comes from the Latin root word ‘movere’ which means “to move” (ibid). Wesson et al., (2010) posit that formally, motivation can be defined as the energetic forces which originate from within and outside the employee and which initiate an effort related to work hence determining the intensity, persistence and direction to be taken, and is therefore very important because job performance is believed to be related strongly to both motivation and ability.

No one questions the center role that motivation plays in shaping behavior and specifically in influencing work performance in corporation. Job performance may be viewed as a function of capacity to perform and the willingness to work.

The capacity to perform results to the degree to which an individual possess task relevant, skills, mobilizes knowledge and experience. Willingness to perform related to the degree to which an individual both desires and is willing to exert toward attaining job performance. It is other word motivation. (Ivancevich, 1990).

The term motivation was originally drives from the Latin word, motivation which means moved or moti, meaning movement. Motivation can be defined as the identification that is discovered in person to a particular means of satisfying a need there by creating and increasing the impetus to put in work that environment.

The role of motivation is to develop and intensify the desires and in every member of the organization to work effectively and efficiently in his/her position. The aim of these definition is to indicate the motivation takes place when people expect that course of actions is likely to the leads to the attainment of goal and also valued reward on which satisfy their particular needs is expected.

In general, motivation is a term used in management theory to describe forces within a persistence of effort expanded at work. Thus as it can be inferred from the given definition, motivation means creating a force which can move towards a desired action.

### **2.3. Components of Motivation**

Motivation is being made up of at least three distinct components. these are:

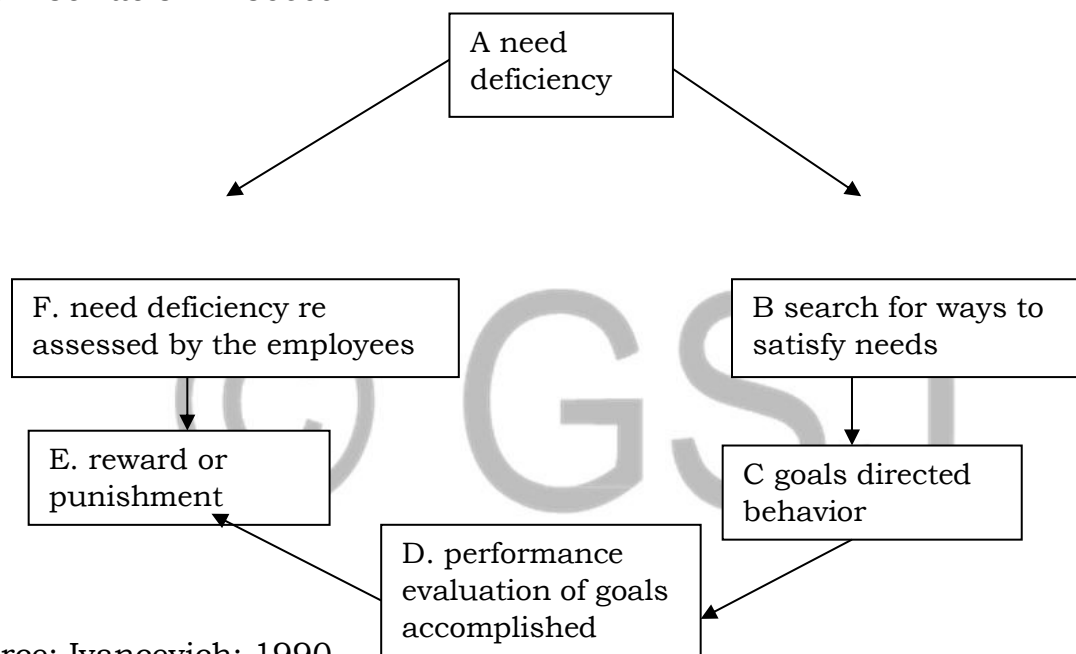
- Direction
- Intensity
- Persistency

Direction: is related to what an individual chooses to do when presented with a number of possible alternatives. When faced with the task of completing a report requested by management.

Intensity: is an important component of motivation refers to the strength of the responses once the choice/direction/ is made.

Persistent: it is also another important component of motivation, refers to the staying power of behavior or how long a person will continue to devote effort. (Invancevich, 1990)

## 2.4. Motivation Process



Source: Ivancevich: 1990

Most managers must motivate adverse and in many respects un predictable group of people. Needs refers to deficiencies an individual experience at a particular time. The deficiency may be psychological (e.g. need for food), psychological (need for self-esteem) or physiological (need for interaction) yields are fueled as energizers or triggers of behavioral responses.

The implication is that when need deficiencies are present, the individual is more susceptible to mangers motivational efforts. The motivational process, the

goals or out comes that an employee seeks are viewed as forces that attract the person. The accomplishment of desirable goal can result insignificant reduction in need deficiencies.

## **2.5. Types of Motivation**

There are two types of motivation at work place. The first people can motivate themselves by seeking and currying at work which satisfy their need. (Intrinsic motivation) secondly people can be motivation by management through such means as pay, promotion. Praise etc. (extrinsic motivation). These two types of motivation can be described as follows.

***Extrinsic Motivation:*** - what is done to or for people motivate them. This includes rewards such as increases pay, praised or promotion and praised or promotion and punishment such as disciplinary action with holding pay or criticism.

***Intrinsic Motivation:*** the self-generated factors which influence people to behave in particular direction. These factor included responsibility, freedom to act using opportunity for advancement etc. extrinsic motivator for can have an immediate and powerful effect, but it will not necessary land long the intrinsic motivation which are concerned with internal motivators are likely to have deeper and long term effects. Because they are in haven't in individuals and not imposed from outside. (kinicki, 2010).

## **2.6. Theories of Motivation**

Various theories of motivation have been forwarded in explaining human behavior at work place in different situations. These theories are grouped into two types. These are

- ✓ The content theory of motivations
- ✓ The process theory of motivation

### 2.6.1. The Content Theory of Motivation

The content theory focused on the factors within the person that energize, direct, sustain and stop them to attempt to determine the specific needs that motivate people (McShane and von Glinow, 2000).

#### 2.6.1.1. Maslow Needs Hierarchy Theory

One of the earliest and best known content theories to explain why people have different needs at different times is Abraham Maslow's needs hierarchy theory. Maslow identified five basic categories of human needs and placed them in hierarchy at the bottom where physiological needs and at the top the hierarchy is self-actualization.

- ✓ **Physiological need:** needs to satisfy biological requirements for food, air, water and shelter and relief from pain.
- ✓ **Safety need:** needs to satisfy or secure and stable environment and absence of pain, threat or illness.
- ✓ **Belongingness:** needs for love, affection and interaction with other people.
- ✓ **Esteem:** includes self-esteem through personal achievement as well as social esteem through recognition and respect from others.
- ✓ **Self-actualization at the top:** which represents the need to fulfill oneself by making maximum use of abilities, skills and potentials.

#### 2.6.1.2. Herzberg's Motivation Hygiene Theory

Fredrick Herzberg's motivation theory development content theory known as the two-factor theory of motivation. The two factors are called the

dissatisfies, satisfies or the highline motivator or extrinsic intrinsic factors. The theory gave rise to two specific conclusions. First incentive conditions results dissatisfaction among employee's condition are not present, these conditions represent they doesn't necessarily motivate employees. They include salary, job security, working condition, status, company procedures and quality of technical superior quality of interpersonal relations among peers, with superior and with subordinates.

Second intrinsic in the job content it present in the job building strong level of motivation that can resulting good job performance this condition are not present, they do not prove highly dissatisfying, the factor in this set are called the satisfiers or motivators include achievement, recognition, responsibility, advancement, the possibility for growth.

#### **2.6.1.3. Mc Chelland's Learned Needs Theory**

Mc chelland has proposed a theory of motivation that is closely associated with learning concepts. Theory of the learning needs are associated particularly important source of motivation. These are

- ✓ Need for achievement (NACH)
  - ✓ Need for affiliation (NAFF)
  - ✓ Need for power (NPOW)
- **Need for achievement (NACH):-** the most widely studied learned need for achievement people with high need for achievement want to accomplish reasonably challenging goal through their own efforts. They refers working along rather than in teams because to their strong need for achievement people also like of be success full in competitive situation and have strong need for unambiguous feedback regarding

their success. High need for achievement people and therefore most satisfied when their job affairs challenge feedback and recognitions.

- **Need for affiliation (NAFF):-** refers to a desire to seek approval from other conform to their wishes and expectation and avoid conflict and confirmation people with as torn need for affiliation want to form positive relationship with other. Moreover, high needs for affiliation employees actively support others and try to smooth conflict that occurs in meeting and other social things.
- **Need for power (NFOW):-** refers to a desire to control one's own environment including people and material exercise control over others and are concerned about maintaining their leader position. (Mc shalle and von Ghinow. 2000)

#### **2.6.1.4. Alderfers Erg Theory of Motivation**

Erg theory was developed by Clayton alderfer to overcome the problems with Maslow's needs hierarchy theory. Erg theory groups human needs in to three broad categories.

- ✓ Existence needs
  - ✓ Relatedness needs
  - ✓ Growth needs
- **Existence Needs;** includes a person's psychological and physiologically related safety needs such as the need for food, shelter and safe working condition.
  - **Relatedness Needs:** includes a person need to interact with other people, receive public recognition and feel secure around people (interpersonal safety)

- Generally, the content motivation theories suggest that different people have different needs at different times. Some employees are ready to fulfill growth needs, whereas others are still struggling to satisfy their minimum existence needs. Needs change as people enter new stages of their life. (Steven L. Robbins, 2000)

### **2.6.2. The Process Theory of Motivation**

Content theories explain why people have different needs at different times, whereas process theories describe the process through which need deficiencies are translated into behavior. Three of the most popular process theories of motivation are:

- Expectancy theory
- Equity theory
- Goal setting theory

#### **2.6.2.1. Expectancy Theory**

One of the most popular explanations of motivation was developed by Victor Vroom. Victor Vroom defined motivation as a process of governing choice among alternative forms of voluntary activity. Expectancy theory is a process of motivational theory based on the idea that work effort is directed to work behavior that people believe will lead to desired outcomes. (Kinicki, 2010).

#### **2.6.2.2. Equity Theory**

This theory of motivation is based on the assumption that individuals are motivated by a desire to be equitably treated at work. The individual works in exchange for rewards from the organization. The four important terms of the theory are:

- ❖ Person: the individual for whom equality or in equality is perceived
- ❖ Comparison other: any group or person used by person as referent regarding the ratio of output and outputs.
- ❖ Inputs: the individual characteristics brought by person to the job. these may be achieved by (e.g skill experience learning ) or ascribed (eg age, sex, races).
- ❖ Out comes: what person perceive from the job (e g recognition, fringe boutif, pay) (steven L, mary annvon, 2000)

### **2.6.2.3. Goal Setting Theory**

The goal setting theory is the most effective and widely practiced theories of motivation or organization.

Goal setting theory places specific emphasis on the important of conscious goals in explaining motivated behavior portrays applied goal setting form a managerial perspective and the sequence of events for such a goal setting program. The key steps in applying goal setting are:

1. Diagnosis for readiness determines whether the people, the organization and the technology are suit for goal setting
2. Preparing employees via increased interpersonal interaction, communication, training and action plans for goal setting
3. Emphasizing the attributes of goals that short is under stood by manager and subordinates.
4. Conducting intermediate review to check the goal modifies and accomplished. Each of these step need to carefully planned and implemented if goal setting is to be an effective motivational technique.

Goal setting is a process of motivating employees and clarifying their role perception by establishing performance, notice that goal setting improve employee in two ways: by stretching the intensity and persistence of effort and by giving employee clear role perception, so that their effort is channeled to ward behavior that will improve work performance (Mc Shanne, von glinow, 2000)

## **2.7. Modern Motivation Theories**

Five methods of explaining behavior need, reinforcement, cognition, job characteristics and feeling or emotion under the evaluation of modern theories of human motivation. The objective of each alternative motivation theory is to explain and predict purpose full of goal directed bachelor (kinik, 2010).

- Needs; needs theories based on the premise that individual are motivated by unsatisfied need, dissatisfaction with your social life.
- Reinforcement: Edward Thorndike and skinnners proposed that behavior is controlled by its consequence not by the result of hypothetic internal state such instruct, drives or needs. This preparation. Is based on data demonstration that people represent behavior followed by favorable consequences (kritener kinicki 2010)
- Job characteristics: this theoretical approach is based on the idea that the task itself is the key to employee motivation. Specially aborting and monitoring job stipples. Motivation to perform well where as challenging job enhance motivation (kink, 2000)
- Feeling /emotion/:- is most recent addition to the evaluation of motivation theory is based on the idea that workers are what the people who per use goals or side of becoming high performance.

## **2.8. Perspective on Motivation**

The word motives drives from the Latin to move, (mover) and refers to the moving force that energizes behavior motives vary from or in their strength. People may have dozen of motives available to them at any given point, but thy only act on those that currently move them. (kinick: 2010).

### **2.8.1. Behavioral Perspective**

The behaviorist theory of operant conditioning offer (if only implicitly) one of the clearest and other animals are motivated to produce behaviors that are rewarded by the environment and to avoid behaviors that are punished. As learning theorists recognized many years ago, however, the internal state of the organism influences reinforcement, a pullet of food will reinforce a hungry rat but not a stated one.

## **2.9. Systems of Motivation**

Broadly a system of motivation is two types of classification

- ❖ Monetary and
- ❖ Non-monetary system of motivation

### **2.9.1. Monetary System Of Motivation**

Wage and salary constitute the major components of the monetary system of motivations, individuals to do their best ranges and salary provide the means of meeting the various basic physiological and security need of individual.

- ❖ **Incentive scheme;** in order to motivate the worker to produe more than the escalated incentive schemes evolved organization and in addition to the straight wage. Some the incentive plans such as tabular differential preventive, can task and bonus system are evolved to meet this need of the employees to earn more in proportional to his productivity.

- ❖ **Fringe benefits:** fringe benefits are supplementary composition in excess of the direct compensation employees receive for performing a specific job (Stephen p robbin, 1996) In general money and other related monetary system are essential to motive employees.

### **2.9.2. Non-Monetary System of Motivation**

There are many ways though which organizations and managers can motivate their employees without any cost. According to T. Ramsey 1999 non-monetary motivation systems are many kinds. Some of them are:

1. Achievement: is a strong motivation a sense of achievement and accomplishment is the individual's essence of success and meeting the goals and target.
2. Recognition: people want recognition they want to be introduced and recognized as individual human beings which a name and personality one life and unique human being.
3. Work: work itself is a motivation provided it is interesting and challenging people want. Work that provides or paves a sense of satisfaction. Sense of accomplishment and a sense and or activity.
4. Work environment; a good attractive working environment and congenial working atmospheres are something that employee enjoy and look forward to work. (stephenp robbins, 1996).

## CHAPTER THREE

### Research Methodology

#### 3.1 Research Design

For the purpose of these studies, the methodologies are selected in place. The descriptive case was used in order to describe the motivational factors affecting employee's performance in the corporation.

#### 3.2 Data type, data source and methods of data collection

The researcher used data from different sources is one of the major activities. Since this studies were concerned with assessment of motivation factors that affect employee performance in the case of Ethiopian electric power cooperation Dire Dawa district the gathering process was have been focused on data that has a relationship with employee motivation.

The researcher was used both primary and secondary data sources for the study

- Primary source, the researchers used primary data collection through, questionnaires (both open ended and close ended) and observation.
- Secondary source, the researcher used secondary source such as published books, manual organizational documents, newspapers.

#### **3.3 Population, study unit, sample size, sampling technique**

The target of the people in EEPCO, eastern region Dire Dawa district office, manager, logistic officer, driver, accountant, purchaser, electrical survey. This study was used a stratified random sampling technique which is a type of probability sampling. This technique refers to the probability sampling that includes elements from each of the mutually exclusive strata within a population. In stratified random sampling the parent population is divided into a mutually exclusive and exhaustive subset and a simple random sample of units is chosen independently from each subset. The study was group the population into different strata according to the departments. Dividing the population into subsets whose members have more or less similar characteristics is important and is done based on existing information. This is an advantageous method to use as it helps to trace the differences in parameters of the various subgroups of a population

Sample was taken out of 240 employees in EEPCO, Eastern region Dire Dawa district office, among the target employee in the corporation 30 employees was selected and 1<sup>st</sup> under sales /marketing 15 employees as a sample, from which 10 and 5 are both males and female's employees and from 10 males 4 was administration office 1<sup>st</sup>, 2<sup>nd</sup> 3<sup>rd</sup>&4<sup>th</sup> and the left 6 will be both logistic officer and drivers and from 5 females 1 deputy administrator, 2 accountants and 2 finance officer and 2<sup>nd</sup>. from distribution department 10 employees as a sample, from which 7and3 are both males and females employees, and from 7 male 5 are electrical and 2 are survey and from 3 female 1 distribution manger and the left 2 are both cashier and purchaser, And finally under operation department 5 as a sample, from which 3 and 2 are both male and female employees and from 2 male, 1 are substitution maintenance and the left 1 are both cashier and record officer and from 2 female 1 operation manager and 1 accountant officer.

	Dep't	Total	No	No of	Position		
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		population	of male	female	Admn/ mgr	Logistic officer& driver	Accountant & finance officer	Electrical office survey	Cashier & purchase	Substitution maintenances & record officer	%	Sample Size
1	Sales/mkg	92	66	26	6	58	28	0	0	0	38%	15
2	Operation	82	63	19	5	0	12	0	11	54	34%	10
3	Distribution	66	56	10	5	0	0	37	26	0	28%	5
total		240	185	55	16	58	40	37	37	54	100	30

(source, EEPCO, Eastern Dire Dawa district office, 2011)

### 3.4 Methods of data analysis, presentation and interpretation

After collecting all the necessary data, presenting and analyzing of the data would be done. This implies editing and classification of collected data. So that if become favorable for further analysis to present data. The following tools would be used.

Table supported by frequent distribution would be used in data presentation for simplifying number, reducing all of them to 0 to 100 ranges. Through the use of percentages, data were reduced in the standard form with the base equal to 100, which fact facilitates relative comparison.

Table used to show part of data. In addition to this descriptive analysis were used, which are not including in table graphs and percentage.

### 3.5 methods of Data Processing

The researcher would be analyzed the primary data quantitative and qualitative analysis, in order to get the required findings and results

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION

#### 4.1 introductions

This section has presented the data gathered through questionnaire from EEPCO eastern region Dire dawa District office employees. The section mainly focuses on the analysis of questionnaire results that has been distributed to employees of eastern region Dire Dawa district office that was selected using stratified simple random sampling method.

All the above were obtained through questionnaire containing close ended questionnaire and very new open ended question's. A total 30 questions were distributed. The questioner was returned dully filled giving the response rate 100% of the respondent have replied to distributed questioners attentively and it is much help to get reliable information about the study. Therefore, the data analysis, which is given in the subsequent section of this topic is based on the 30 questions front the questionnaire respondents.

**Table 4.1characteristics of respondents**

No	Item	Alternatives	Respondents	
			No	%

1	Sex	Male	21	70
		Female	9	30
		<b>Total</b>	<b>30</b>	<b>100</b>
2	Age	18-28	17	56.67
		29-39	7	23.33
		40-50	6	20
		Above 50	0	0
		Total	30	100
3	Marital status	Single	16	53.33
		Married	13	43.33
		Divorce	1	3.33
		Widowed	0	0
		Total	30	100
4	Educational level	Primary school 1-8	0	0
		2ndary school 9-12	2	6.67
		Certificate	2	6.67
		Diploma	6	20
		Degree	18	60

		Master and above	2	6.67
		Total	30	100

Source, survey 2019.

Above table shows the general characteristics of respondents in EEPCO Eastern region *DIRE DAWA* district office. By sex in the current position. Table 4.2. the corporation has 70% of male employees, who are taken 30 employees as sample. Therefore, the above table item 1 we can understand that most of workers of EEPCO Eastern region district office are greatest percentage of male employees.

The table shows the personal information of respondents in EEPCO, Eastern region *DIRE DAWA* district office by age in the current position. Regarding the age of the employees 56.66% of employees in the corporation were found between 18-28 years. Therefore, most of the employees are motivated by job security, therefore, they are stable in the organization, education and skills of employees. The most important motivation factor that affect employee's performance, it was indicated that the performance is related to motivation, Skill and environmental condition.

The employee's marital status shows categories in single [un married], married, divorce and widowed. The table shows the marital status of respondents in EEPCO, Eastern region *Dire dawa* district office. Regarding this 53.33% of employees are single (no married]. The study shows as majority of the employees are single (unmarried) it seems that employees were satisfied their former income level by using different organizational incentive. They want to increase this income level.

According to the data above shows,60% of responders have educational level of degree

It's possible to conclude that most of the employees lived in the organization have an education level Degree, according to the study, they are already assigned to their respective position.

**Table 4.2 respondent's income level**

No	Item	Alternatives	Respondents	
			No	%
1	Income level	500-1000	2	6.66
		1001-2000	4	13.33
		2001-3000	4	13.33
		3001-4000	8	26.66
		Above 4000	13	40
		<b>Total</b>	<b>30</b>	<b>100</b>

Source; survey 2019.

According to the data presented in table 4.2 item number 5, above 4000 salaries for 40% of respondents. In this table 4.2 the majority of employee's salary is above 4000 birr. So this much amount or income level is enough to meet their cost living.

**Table 4.3 Motivational strategy of the organization**

No	Item	Alternati ves	Respondents	
			No	%
1	Do you know the motivational strategy of your organizational (corporation)?	Yes	20	66.67
		No	10	33.33
		<b>Total</b>	<b>30</b>	<b>100</b>

Source; survey 2019.

Data presented in table 4.3 shows that 66.67% employees are affected by the system of motivational strategy that the organizational motivation strategy. From this table 4.3, 33.33% employees are not knowing the organizational motivation strategy and not effected by the system.

**Table 4.4 motivation system and employee's attitude**

No	Item	Alternatives	Respondents	
			No	%
1	Which types of motivational system does you like to be motivated?	Monetary types of motivation	15	50
		Nonmonetary types of motivation	6	20
		Both	9	30
		<b>Total</b>	<b>30</b>	<b>100</b>
2	If you answer for NO 7	Highly	15	50

	Monetary systems to what extent the factory affects your level of motivation?	Moderate	13	43.33
		Lowly	2	6.67
		<b>Total</b>	<b>20</b>	<b>100</b>
3	If your answer No 7, Non-monetary system” to what extent the factors affect your level of motivation?	Highly	11	36.67
		Moderate	15	50
		Lowly	4	13.33
		<b>Total</b>	<b>30</b>	<b>100</b>

Source: survey 2019.

Above table 4.4 shows that some of them with employee's attitude toward that system, the extent (the degree) in which the employees are affected by the system. The motivational approach in the employee's performance in the organization as it is point out in the Literature review part of this study.

In this table 4.4 No 7 the major of employees, 50% like to be motivated by monetary types of motivational system.

This implies that most of the employees in the organization are highly affected by money which is a strong motivational factors that is 50% of employees highly affected by monetary system.

We see table 4.4, respondents answered, 20% of employees moderately affected by non-monetary type of motivational system

This implies that few of employees are affected by non-monetary type of motivation and 30% of employees are affected by both of monetary and non-monetary type of motivation.

It can be generalized that employees in the organization are highly affect by monetary type of motivational system and moderately affected by non-monitory type of motivational system.

And this result indicated that things which are useful to attract workers for a job initially and possible to retain them in future are related to monetary benefit.

**Table 4.5 managers practice motivating employees**

<b>No</b>	<b>Item</b>	<b>Alternative</b>	<b>Respondents</b>	
			No	%
1	Do managers motivate employees for work?	Yes	11	36.67
		No	19	63.33
		<b>Total</b>	<b>30</b>	<b>100</b>

Source; survey 2019.

As we can see the above table 4.5 deals with mangers practices of motivating employees in their organization. According the majority 63.33% of respondents replied that manger do not motivate employees for work. The majority of respondents say no, managers do not motivate employees for work which lead to low competitions and low performance of work profitability and finally the origination could be disrupted.

**Table 4.6 employee's choice for motivational factors**

No	Item	Alternative	Respondents	
			Frequen cy	Rank
1	Which of following factor mainly motivates you for better performance?	Good working condition	20	1
		Job assignment	10	4
		Salary and wage increase	14	2
		Social environment	11	5
		Human relation	12	3

Source: survey 2019.

As different writer mentioned their opinion in the literature review part of the study is various types of motivational factors that the managers should know with regard to the employee's attitude towards various motivational factors in the organization. In this particular study, EEPCO, Eastern region Dire Dawa District office used some of motivational factors that affect its employee's performance.

The table 4.6 shows the higher (good) and not good (lower) motivating factors and given rank up to 5 with respect to employee's attitude in the organization as it state "1" in this table, employees given 1 preference to work good working condition.

From this result in table employees are highly motivated by good working condition and salary and wage increase and lowest motivated by social environment.

**TABLE 4.7 organizational incentive for contribution of employees**

<b>No</b>	<b>Item</b>	<b>Alternative</b>	<b>Respondents</b>	
			No	%
1	Is there organizational incentive for contribution of employees?	Yes	18	60
		No	12	40
		<b>Total</b>	<b>30</b>	<b>100</b>

Source; survey 2019.

The table 3.9 shows the respondents answer toward the organizations in contribution of employees 60% of respondents says that “yes” the organizations have incentive for the contribution of employees. Among these, the majority of respondents “says” organization give incentive for contribution of employees. Among this incentive the employees liked to mention were good entertainment, bonus, free electric service (440 KV) giving and visual time, giving responsibility for employees that employees actively participate in any affairs, gives promotion and upgrade and education.

**Table 4.8 respondent's opinion about demotivation in the work area**

No	Item	Alternative	Respondents	
			No	%
1	is there anything that decreases your work motivation in work area	Yes	13	43.33
		No	17	56.67
		<b>Total</b>	<b>30</b>	<b>100</b>

Source: survey 2019.

As both table 4.7 and 4.8, indicates large number of employees answer 60% is organization has incentive for the contribution of employees and 56.68% of employees answer there is no anything that decrease their motivation in work area. So we conclude above tables, organization incentives are important factors to enhance the productivity of the organization.

**Table 4.9 opinion about performance after motivation**

No	Item	Alternative	Respondents	
			No	%
1	Have you improved your performance after receiving motivational factors?	Yes	25	83.33
		No	5	16.67
		<b>Total</b>	<b>30</b>	<b>100</b>
2	If the answer for No 16 is yes, how do you rate it?	Highly	15	50
		Moderate	10	33.33
		Lowly	4	13.33

		No changing	1	3.33
		<b>Total</b>	<b>30</b>	<b>100</b>

Source; survey 2019.

Table 4.9 shows the respondents responds toward receiving motivation factors employees 83.33% of the respondents says “yes” and improvement is seen after receiving motivational factors.

Also the employees of the organization as it indicated in table 4.9, 50% of employees improved their performance highly, after receiving motivational factors, So the above shows that motivating employees is very important for the improvement of their performance is affected by motivation factors.

All employees who get motivational factors can improve their performance. These for motivational factors are very important for the organization and employees.

**Table 4.10 employee attitude toward their motivation**

No	Item	Alternative	Respondents	
			No	%
1	Are there any motivational factors in your corporation organization?	Yes	20	66.67
		No	10	33.33
		<b>Total</b>	<b>30</b>	<b>100</b>
2	If you say yes, what are the factors affects employee's			

	performance in your corporation organization?			
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Source: survey 2019.

We can see the above table 4.10, 66.67% of respondents replied that there is a motivational factor in the organization.

However, majority of respondents says yes, there is any motivational factors in the organization. It's obvious that employees actively participate in any affairs, the organization gives promotion and up grade education, it gives yearly annual increment and bonus, medical, benefit of electricity 440KW due to this the organization initiates each and every individual should be capable in their works.



**TABLE 4.11 employer/organization attitude towards motivation**

No	Item	Alternative	Respondents	
			No	%
1	Do you think that motivation increase the skill and the knowledge of employee?	Yes	23	76.67
		No	7	23.33
		<b>Total</b>	<b>30</b>	<b>100</b>
	If your answer for question no 20 is yes, how did motivation increase the			

	skill and the knowledge?			
--	--------------------------	--	--	--

Source; survey 2019.

As we can see the above table 4.11, 76.67% of respondents gave their response motivation increase the skill and knowledge of employee in the organization. However, majority of respondents says yes, motivational increase the skill and knowledge of employee. Obviously motivation has a greater impact on the development or enhancement of the employee's skill and knowledge. This is the individual is motivated for his /her work done by the organization he/she increase (enhance) his/her skill and knowledge. If an employee is motivated, he/she will be initiated to work hard to develop his/her skill and knowledge and work better learn from senior employees. And also motivation regard to employee morale and inspiration for the further improvement.

In general, motivation is used in management theory to describe for within persistence of effort expanded at work. And it is creating a force which can move towards a desired action.

## **CHAPTER FIVE**

### **5, CONCLUSION AND RECOMMENDATION**

This chapter deals with summary, conclusion and recommendation. It summarized all the research idea in general and also concludes what has been studied about the motivational factors that affect employee performance in case of EEPCO Eastern region distinct office.

#### **5.1 conclusions**

The study shows as based on marital status, married employees were not satisfied with their former income level and by using different organizational incentive.

According to motivational system employees in the organizations are highly affected by monetary type of motivational system like bonus and incentives

other than salary and wages but lowly affected by nonmonetary like recognition, appreciation, promotion type of motivational system.

The result of analysis shows that most of employees prefer good working condition, second preference is salary and wage increase. Followed by job assignment, as the most important motivating factors, but the organization fulfills these mentioned factors partially or half of them because of these their performance decline time to time.

According to the finding, the majority of the employees in the organization are degree and also there are already assigned to their respective profession but this does not mean sufficient to the organization and work performance.

The finding shows, as the organization does not apply all the motivational practice as per the employee's requirement.

From the respondents view the organization does not give sufficient incentive for contribution that employees made in their respective work areas.

Finally, finding of the study indicates that most employees in the organization replied that motivation is stimulating people to accomplish a designed goals and objectives. This is because in the real world, motivation is the process that account for an individual intensity, direction persistence of effort toward attaining a goal.

## **5.2 Recommendations**

- On the basis of the conclusion, the following possible recommendation are given.
- The organization have better to practice various motivations factors like salary and wage increase, maintain good relationship with employees and job assignment which leads to motivational practice of the organization to be perfect and productive.

- The organization is advised to compensate employee in terms monetary compensations like salary and wages based on job evaluation considering work load, qualification and year of experience.
- It is better if the organizations give full responsibility for their work so that they will feel a sense of accomplishment.
- The organization has better off provide relevant training and educational opportunity of the employees.
- The organization has better to provide meeting to hear the employee's opinion to satisfy and maintain good relationship. It so performance of employees will increase their motivational practice will also modify and the organization to be efficient and effective.
- The organizational has better to provide incentive as per the employee's performance. By doing this employee can perform their everyday activity well. This leads to the organization motivational practice will be successful.
- Last but not least, the practice of motivation is not the only concern of personal department, rather it requires the effort and contribution of every divisions and individuals in the organization so that the whole part of the organization has to contribute their part increasing a good working condition.

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## APPENDIX

**HARAMAYA UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**DEPARTMENT OF MANAGEMENT**

### Questionnaire to be filled by employees

#### Dear respondents;

This questionnaire is considered for academic research purpose only. i.e. to gather information required to conduct research on motivation factors that affect employee performance in EEPCO, Dire Dawa district office.

Any information gathered will never be disclosed to other parties and kept confidential, filling this questionnaire is very crucial for successful completion of the study. K

#### INSTRUCTION:

Dear respondent put a “√” mark in the box that would fit our opinion and write in the space provided option.

Thanks in advance for your cooperation

#### I. Personal Information

1. Sex:            male ☐                      female ☐
2. Age            18-28 ☐                      29-39 ☐            40-50 ☐            above 50 ☐
3. Marital status:    single ☐            married ☐            divorce ☐            widowed ☐
4. Educational background:  
Primary school (1-8) ☐            2ndary school ☐            certificate ☐  
Diploma ☐                      degree ☐                      master degree and above ☐
5. Income level:  
500-1000 ☐                      1001-2000 ☐                      2001-3000 ☐  
3001-4000 ☐                      above 4000 ☐

## II. Task Related Questions

6. Do you know the motivational strategy of your organization?

Yes ☐ no ☐

7. Which types of motivational system do you like to be motivated?

Monetary type ☐ Non-monetary type ☐ Both ☐

8. If your answer for no. 7 is monetary system, “to what extent the factor affects your level of motivation?

Highly ☐ moderate ☐ lowly ☐

9. If your answer for no. 7 is Non-monetary system “to what extent the factors affect your level of motivation?

Highly ☐ moderate ☐ lowly ☐

10. Do managers usually motivate employees?

Yes ☐ no ☐

11. If your answer to No. 10 is ‘yes’ by what method, they motivate employees?

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12. Which of the following factors mainly motivate you for better performance?

Good working condition ☐ job assignment ☐ social environment ☐

Salary and wage increase ☐ human relation ☐

13. Is there organizational incentive/compensation for better contribution/performance?

Yes ☐ no ☐

14. Is there anything that decreases your work motivation in your work area?

Yes ☐ no ☐

15. Have you ever demotivated in your organization or observed friends (co-workers)?

Yes ☐ no ☐

16. Have you ever been demotivated in your organization or observed friends (co-workers)?

yes ☐ no ☐

17. Have you improved your performance after receiving motivational element?

yes ☐ no ☐

18. If the answer for no. 17 is 'yes', how do you rate it?

Highly ☐ moderate ☐ lowly ☐ no changing ☐

19. If your answer for the above question is 'yes', what are the factors that affect employee's performance in your corporation?

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20. Do you think that motivation increase the performance and the ability of employee?

Yes ☐ no ☐

21. If your answer for question no. 20 s 'yes', how did motivations increase the performance and the ability?

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Finally, if you have additional option

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