

**THE ROLE OF MOTIVATION ON EMPLOYEE'S PERFORMANCE
IN CASE OF WOLKITE MUNICIPALITY**



COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

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Declaration

I hereby declare that the study entitled “The role of motivation on employee’s Performance in case of Wolkite Municipality is the outcome of my own effort under the supervision and guidance of Berhanu Tereda (Assist. Professor). This study has not been submitted for any Degree or Diploma in other university or institutions. All the necessary sources of materials used for the study have been duly acknowledged.

Name of the student

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Letter of Certification

This is to certify that this senior essay work, “The role of motivation on employee’s Performance in case of Wolkite Municipality”, undertaken by Endeshaw Adnew for the partial fulfillment for the requirement of Bachelor of Art Degree in Management at Wolkite University, complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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Approval Sheet

As an examining member of the final research defense program I certify that I have read and evaluated the research prepared by Endeshaw Adnew entitled: “The role of motivation on employee’s Performance in case of Wolkite Municipality”, and recommended that it is accepted as fulfilling the research requirements for BA degree in Management.

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ABSTRACT

The study focused to assess the role of motivation on employee's performance in wolkite town especially in wolkite municipality. To conduct this study both primary and secondary data sources were used. The primary data was collected through questionnaire and interview from employees and manager of the municipality respectively. The study was adopted probabilistic random sampling to take sample respondents. This study applied quantitative method of data analysis (percentage and tables) to analyze the data collected through questionnaire. The major findings of the study were bad working condition, conflict between employees and employer hinders employee's motivation. Finally, based on the above findings the researcher was put possible recommendation for these findings.

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CHAPTER ONE

1.1. Back ground of the study

In the modern economic development process effective information supported through a systematically organized and planned flow is intensive require. This era of globalization, business organization is computing not only with local and national organization, but also with international organization. motivation is an effective instrument in the hands of managers inspiring the work force and creating confidence in it, by motivating the work force, management creates, will to work, which is necessary for the achievement of organizational goals (chhabra,2010; cole,2004).

The success or failure of an organization is greatly depending up on the effective and efficient utilization of the integrated determinant resources. These are human, material, capital and information. It is human resources which should be focused and intelligently managed to get the best out of it. It is well-known that having enough physical and financial resources doesn't make an organization successful. Instead, an adequate support of human resource in the form of well-educated, trained, developed and motivated people is needed (people in Aid 2007) Therefore, employees must be motivated to exert maximum effort toward attaining job performance. For the smooth running of business, performance of employee's is crucial issue, increased productivity and efficiency. No combination of capacity and opportunity will result in high performance in the absence of some level of motivation, or willingness to perform. Thus motivated employees are happy about their job as to improve their productivity. Therefore, one of the basic tasks of Wolkite municipality is to collect the socio economic information and analyze the data and produce the annual statistical bulletin and disseminate for the user(Wiley,1997).

The term motivation is derived from the Latin word "mover" meaning to move.

Motivation is human psychological characteristics' that contributes to a person degree of commitment. It includes the factors that channel and sustain human behavior in particular committed direction (s. freeman 2001, is a combination of needs derives and incentives It is a process that starts with a physiological or psychological deficiencies or needs that activates behavior or a drive that it is aimed at a goal or incentive (Luthans, 1992).

Wolkite municipality is one of the public institutions which are found in Wolkite town. Therefore, this research will be conducted in Wolkite municipality to deal with the role of motivation on employee's performance.

1.2. Statement of the problem

In the view of Halepota (2005), motivation is crucial for organizations to function; without motivation employees will not put up their best and the company's performance will be less efficient. This is evident where in recent times the labor front has been plagued with a plethora of industrial unrests. The Wolkite municipality has a challenge of getting substantive officers for some of the principal positions. The main question that this research seeks to address is how employee performance can be enhanced against the backdrop of motivational challenges in the public sector. Wolkite municipality as one of the public institutions is not isolated from this phenomenon of motivation challenges since it has employees who run day- to -day activities of the Wolkite municipality to execute the plans and strategies for the development of the municipality. Higher motivated employees and ability to work joint the various aspect of motivation factors lead the employee to become more effective and successful when employees are able to do any kinds of work with sound motivation system that can play a role to employee motivation and organizational performance. In today's advanced world the employees are the source of any organization without fair rewarding principle and practices. The success of any organization is challenged by many problems. Motivation is the key aspect of the organization in making the employees more productive and it plays a very important role and shall be given much emphasis by organization. This study therefore, it is set out to assess the role of motivation towards employee performance using Wolkite municipality as a case study.

1.3. Research Question

This study was focused to answer the following questions:

- ✓ What types of motivation tool the organization use?
- ✓ What are the techniques used to motivate employees in the organization?
- ✓ Does the existing motivating tools in Wolkite municipality influence employee's performance?

- ✓ What are the determinants factors which affects the organization motivation strategy?

1.4. Objectives of the study

1.4.1. General objectives of the study

The general objective of this research was to assess the role of motivation on employee's performance.

1.4.2. Specific objectives of the study

The specific objectives of the study are:

- ✓ To identify the main kind of motivating tools in the organization.
- ✓ To identify the techniques that is used to motivate of employees.
- ✓ To assess the effect of motivational tools on employee performance.
- ✓ To identify the determinants factors of employee motivation strategy.

1.5. Significance of the study

The importance of the study was to indicate what the role of motivation on employees is and to discover the ultimate solution to solve the problem arising due to motivation. The study was the following significances.

- ✎ It can help the organization to determine what kind of motivational tool is to provide.
- ✎ It helps the organization to know its strength and awareness of its motivational strategy.
- ✎ It can use as stepping stone for other researchers who conduct on this title.
- ✎ It helps to generate knowledge used as reference to improve performance of employee.
- ✎ It helps create awareness to minimize the problem related to employee motivation.

1.6. Scope of the study

Geographically, the scope of the study would be limited only in the area of Wolkite town especially in Wolkite municipality. Conceptual, the researcher would be limited to the role of motivation on employee's performance. Methodology, the researcher would be

used descriptive research design and it would be probabilistic random probability sampling technique and the data would use primary and secondary data.

1.7. Limitation of the study

Research work requires availability of sufficient time, money, and other resources. Above all, time is the major resource affecting the research work. In addition, the willingness of the concern organizational representatives to give adequate information would be another limitation of the work.

There are external variables that determine the smooth implementation of the project in addition to the limitation of the researcher design itself. For instance, lack of access to the right secondary data in the organization and poor cooperation of respondent's interview has a serious limit for the outcome of the research. More over lake of relevant and up to date manual reports are major constraint.

1.8. Organization of study

This study would have been five chapters. The first Chapter contains back ground of the study, statements of the problem, Objectives of the study, limitation of the study, significance of the study and scope of the study. The second Chapter shows review of related literature. The third chapter concern research design and methodology such as research study area, sample size, sample techniques, Types of data and source of data collection, data presentation method and data analysis and interpretation. The fourth chapter deals with data presentation, analysis and interpretation. Finally, at the last chapter five summaries of major finding, conclusion and recommendation held.

CHAPTER TWO

2. Literature Review

2.1. What is motivation

The term motivation originally derived from the Latin word “mover” which means to move. Motivation is a general term applying to the entire classes, desires needs, wishes, and similar forces that endue an individual or a group of people to work (O’ Donnell, 1980).

Jones (1955) argue that motivation is concerned with how behavior gets started, is energized, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organization while all this going on.

Kreitner (1995), Buford, Bodleian and Linder (1995) all cited in Linder (1994, p3) defined motivation “the psychological process that gives behavior purpose and direction. A pre reposition to behave in a purposive manner to achieve respectively.

Young (2000, p1) suggests that motivation can be defined in variety of ways, depending on who you ask. Ask someone on the street, you may get a response like “it’s what drives us” or “It’s what makes us do the thing we do”. Therefore, motivation is the force within an individual that accounts fo0r the level, direction and persistence of effort expended at work.

Halepota (2005, p16), defines motivation as a person’s active participation and commitment to achieve the prescribed result. Further Halepota presents that the concept of motivation is abstract. Because different strategies produced different results at different time. And there is no single strategy that can produce guaranteed favorable results all the times.

According to Antonioni (1999, p 29) the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individual become demotivated if they fell something in the organization that prevents them from good outcomes. It can be observed from the above definitions that motivation in general is more or less basically concern with factors or events that moves, leads and drives certain human action or inaction over a given period of time .as the researcher understood, some people have defined motivation differently.

There is no single definition that is accepted by all scholars and managers. The force of motivation is a dynamic force setting a person into motivation or action. All motives are directed towards goals. The need and desires affect or change your behavior which becomes goal oriented. Hard work usually reflects high motivation. A student who study hard to get top grade can be referred to as a highly motivate. A professor who is engaged in research and publishes high many quality articles is exerting extensive effort relating to his job. Any attempt to improve the job performance of individual must utilize motivation theories. Motivation is concerned with behavior or must specifically goal directed behavior. This issue however, is not fully realized in many developing countries like Ethiopia.

Motivation is the process whereby goals are recognized, choices are made and energy is directed towards achieving the goals. This mental or behavioral process involves: Goals, Arousals, Choices and Persistence

In human being motivation involves both conscious and unconscious drives. Psychological theories must account for a primary level of motivation to satisfy basic needs such as these for food, oxygen, and water. For secondary level of motivation to fulfill social needs such as companion ship and achievement. The primary needs must be satisfied before an organism can be attended to secondary motives. Motivation is a permanent and integral part of human being. Also motivation is continuously goal directed. So that once a goal is achieved a higher goal is selected and efforts are exercised towards this higher goal.

2.2. Historical perspectives on motivation

Reviewing earlier approach helps we appreciate what we know about employee motivation. In general motivation theory has involved through three different eras

2.2.1.The traditional approach

The study of employees' motivation really began with the work of Fredrick Tylor on scientific management. Economic rewards are provided to employees for high performance. The emphasis on pay evolved in to the nation of economic man. People will work harder for higher pay. This approach lead to the development of incentive pay

systems in which people were paid strictly on the quantity and quality of their work outputs (Richard L. Daft 2008).

2.2.2. The human relation approach

The human relation approach grew out of the work at Western Electric of Elton Mayo and his associates. The human relationist emphasized the role of social processes in the workplace. Their basic assumptions were that employees will not feel useful and important than money in motivating employees. Advocates of human relations approach advised managers to make workers feel important and allow them a medium of self-direction and self-control in carrying out routine activities. The illusion of involvement and importance were expected to satisfy workers basic social needs and results in higher motivation to perform (Ricky W. Griffin 2003).

2.2.3. The human resource approach

The human resource approach to motivation carries the concept of needs and motivation one step further where as the human relation it is believed that the illusion of contribution and participation enhanced motivation. The human resource view assumes that the contributions themselves are valuable to both individuals and organizations it assumes that people want to contribute and are able to make genuine contribution Management's task then is to encourage participation and to create a work environment that makes full use of human resource available. This philosophy guides most contemporary thinking about employee motivation (Ricky W. Griffin, 1984)

2.3. Source of motivation

It is quite well understood that under the same set of external factors all workers are not equally motivated. As Handan (1995) pointed out some of the motivational sources are:

2.3.1. Positive motivation

Positive motivation involves proper recognition of employee, efforts and appreciation of employee contribution towards the organizational goal achievement. Such motivation improves the standard of performance, lead to good team spirit and pride, a sense of cooperation and feeling of belonging and happiness. Some of these motivations are:

- ✓ Praise and credit for done
- ✓ A sincere interest in the welfare of subordinates

- ✓ Delegation of authority and responsibility to subordinates
- ✓ Participation of subordinates in the decision making process
- ✓ Promotion

2.3.2. Negative motivation

This motivation is based on the use of forces, power fear and threat. The fear of punishment or unfavorable consequence affects the behavioral change s. some examples of negative motivation include the fear of failing in the examination and fear of being fired or demoted. Those ge4ars keep the students and workers to work harder.

2.3.3. Extrinsic motivation

This type of motivation is induced by external factors, which are primary financial in nature .it is based on the assumption that the behavior that results in positive rewards tend to be repeated and the reward should be powerful and durable .so that6 it improves the probability of occurrences of desirable behavior. This include higher pay, ring benefit s such as retirement plans, stock options, sharing scheme, paid vocation, health and medical insurance and sympathetic supervision (Dr. LawandaS.Rute ledge, 2008).

2.3.4. Intrinsic motivation

Intrinsic motivation stems from feeling of achievement and accomplishment and is concerned with state of self-actualization in which the satisfaction of accomplishment of something worth. While motivates the employee further so that this motivation is self-generated and independent of financial rewards. For example, many retired doctors are working in hospital, because it gives them a sense of accomplishment and satisfaction (Judy Cameron, 1953).

2.4. Theories of motivation

Numerous theories of motivation have been put fore ward about motivation. basically there are two types of theories developed that related to and defined the motivational process these are “content theories” which attempt to identify the variable that go into motivation and their relationship with each other (Davidp.thompson,1959).

2.4.1. Content theories

Some of the content theories are:

2.4.1.1. Maslow's Hierarchy of needs theory

Probably the best known of motivational theories, Abraham Maslow (1943) was an American psychologist who believed that all individual has asset hierarchy of needs (1943) was the first to use people's needs in motivation theory. He worked with having neurotic ailments and assessed their hierarchy of needs in 1943. Theory on motivation has attracted management theorists. The hierarchies of according to Maslow are the following: Physiological needs, Safety needs, Love, Esteem needs and Self-Actualization Needs. These needs are arranging from the needs to the higher needs. Needs rank in a hierarchical order from lowest to highest: physiological, safety, esteem, and self-actualization. An individual moves up the hierarchy, when a substantially realized (Shah and Shah, 2007).

- ✎ **Physiological needs:** The basic physical needs for sustaining the human life. For food, water, sleep, medicine, education etc.
- ✎ **Safety Needs:** To be free of physical danger and of the fear of losing a job, property, or shelter and to protect against any emotional harm. To have a safe home, secure sufficient salary, benefits and medical insurance.
- ✎ **Social Needs:** Because people are social beings, they need to belong and be accepted others. They like to have family and friends. People try to satisfy their need for, acceptance and friendship. Interaction and cooperation with co-workers and
- ✎ **Esteem Needs:** To be held in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige status and self-confidence. It includes internal esteem factors like self-respect, autonomy, achievements and external esteem factors such as status, recognition and attention.
- ✎ **Self-actualization:** This is the highest need in Mallow's hierarchy. This need is tone's potential and self-fulfillment and maximize one's potential and to accomplish something. Employees in this rank try to maximize their knowledge, skills and performance to do a good job principle the human being's desire is to satisfy his basic needs first and as he or she is encouraged, seeking for higher needs. Mallow "message is simply this; people have needs, and when one need is

relatively fulfilled, others emerge in the sequence to take its place. According Mallow's theory, most individuals not consciously aware of these needs yet we all supposedly proceed up the hierarchy needs, one level at a time (Kreitner, 1995).

The relevance of Maslow's Theory for Manager's; behavioral Scientists who have attempted to test Maslow's Theory in real life claim it has some deficiencies. Even Maslow's hierarchical arrangement has been questioned. Practical evidence points a two level rather than a five-level hierarchy (Kreitner, 1995)

2.4.1.2. Herzberg's two factor theories

Fredrick Herzberg (1958) suggested that there are two equal important groups of factors relevant to motivating staff. He named the factors that are related to job satisfaction as motivational factor which are intrinsic in nature and factors related to job satisfaction as hygiene factor which are extrinsic in nature. These factors are described as follows.

A. Hygiene factors

Hygiene factors are those job factors which are essential for existence of motivation at work place. These do not lead to positive satisfaction for long term. But if these factors are absent (if these factors are nonexistent at workplace), then they lead to dissatisfaction. Hygiene factors include: - pay, company policy, psychological working condition, status, inter personal relations, job security (Fredrick Herzberg, 1959).

B. Motivational factors

These factors are related to the nature of work (job content) and are intrinsic to job itself. These factors have positive influence on moral satisfaction efficiency and high productivity. Some of these factors are the work itself recognition, achievement, responsibility, growth and advancement. This theory provides valuable guide lines for structuring the job in order to include within the job content such factors which bring about satisfaction (Fredrick Herzberg, 1958).

2.4.1.3. ERG Theory

The ERG theory (need theory) was developed by Clayton Alderfer (1969) is a refinement of Maslow's need hierarchy. Which condense into three needs? Alderfer suggests the three need levels.

- **Existence need:** - these needs include those needs required to sustain human existence .as such, this category will include both psychological and safety needs.
- **Relatedness need:** - this category concerns how people related to their surroundings, social environment and include the needs for meaningful social and interpersonal relationship.
- **Growth need:** - this category thought to be the highest need category. It includes the needs for self-esteem and self-actualization .in general Altered suggests that individuals move up the hierarchy from existence need to relatedness need to growth needs, as the lower level needs becomes satisfied which is similar to that proposed by Maslow.

2.4.2. Process theories

Process theories concentrate up on “How motivation occurs”? Some of these theories are explained as follows.

2.4.2.1. Vroom’s expectancy theory

V. Room (1984) put fore ward his “expectancy theory” as illustrated in the figure below. He believed that there are two component parts of motivation; an individual’s wants and his or her expectation of achieving them. He used the word “valence” to describe the level of particular want with a high valiancy indicating a strong desire for the want and a low valiancy suggesting that it is less important to the person and thus likely to motivation. V. Rooms expectancy theory: - Valiancy, Motivation, Action and Satisfaction. Nevertheless, if a high valiancy is to act motivate the individual also needs to feel the specific want can be satisfied.

2.4.2.2. Equity theory

Equity theory is based on the assumption of some researcher that one of the most widely assumed source of job satisfaction is the feeling of the employees that they are not treated fairly by the management or the organizational system. Hence Equity theory has two elements First, the workers what to get afire for their effort. This “exchange” meaning reward for effort is similar to any other exchange. Second you will compare your rewards of others who put in similar efforts. Equity theory process that under rewarded employees tend to produce more or product of higher quality than equitably rewarded employees

(John R. Scermerhorn, 20011)

2.4.2.3. Goal setting theory

It is a relatively applied approach to motivation and is based on the assumption that the type as well as the challenge of the goal induces motivation in the individual to achieve such goal. This theory processed by Edwin Lock (1968) studies the process, by which people set goal for them and then put in efforts in order to achieve them. The quality of performance is generally shaped performance (Gregory Moorhead, 2003).

2.5. Using reward systems to motivate performance

Aside from this type of strategies an organization's reward system is its most basic tool for managing employee motivation. An organizational reward system is the formal and informal mechanisms by which employee's performance is defined, evaluated, and rewarded (Ricky W. Gregory moor head, 2003).

2.5.1. Effects of organizational Rewards

Reward practices were significant predictors of performance and explained nearly 41% of the variance in organizational performance (Allen and Helms, 2001).

Organizational rewards can affect attitudes, behavior and motivation. Thus managers must clearly understand and appreciate their importance.

A, Effect of reward on attitude: Although Employees attitude such as satisfaction are not major determinant of job performance. They contribute to absenteeism and affect turn over and they help establish the culture of the organization. We can draw four major generalizations about employee attitudes and rewards. First, employee satisfaction is influenced by how much is received and how much the individual thinks should be received. Second, employee satisfaction is affected by comparisons without happens to other. Third, employee often miss perceives the reward of others. Fourth, overall job satisfaction is affected by how satisfied employees are with both the extrinsic and intrinsic rewards derive from their jobs.

B, Effect of reward on motivation: reward system is clearly related to the expectancy theory of motivation. The effort to perform expectancy is strongly influenced by the

performance appraisal that is often a part of the reward system (sp. Robins, Aodendual G Roodt, 20012).

An employee is likely to put for the extra effort if heroes know that performance will be measured, evaluated and rewarded. The performance to the outcome expectancy is affected by the extent to which the employee believes that performance will be followed by rewards. Finally, as the expectancy theory predicts, each reward or potential reward has a somewhat different value for each individual, one person may want promotion more than benefits; someone else may want just the opposite.

C, Effect of reward on behavior: an organizations primary purpose in giving rewards is to influence employee behavior. According to Michael D. Mumford, 2004, extrinsic rewards affect employees' satisfaction, which intern plays a major role in determining whether employee remains on the job or seeks a new job. Reward system also influence pattern of attendance and absenteeism. If rewards are based on actual performance, employees tend to work harder to earn those rewards.

2.5.2. Designing effective reward systems

What are the elements of an effective reward system? Experts agree that they have four major characteristics. These are:

First, the reward system must meet the needs of the individual for basic necessities. Their need includes the physiological and security needs identified by Maslow and Alderfer and hygiene factors identified by Herzberg. Second, the reward should compare favorably with those offered by other organizations. Unfavorable comparisons with people in other setting could result in filling of in equity.

Third, the distribution of rewards within the organization must be equitable when some employees feel under paid compared with others in the organization the probable results are low morale and poor performance.

Fourth, the reward system must recognize that different people have different6 needs and choose different paths to satisfy those needs. Both content theories and expectancy theory contribute to this conclusion. In so far as possible as possible a variety of methods for achieving them should be made available to employees.

2.5.3. New approaches to rewarding employees

Organizational rewarding system has traditionally been one of two kinds' affixed hourly or monthly rate or an incentive system. Fixed rate system is familiar to most people. Hourly employees are paid a specific wage (based on job demands, experience, or other factors for each hour they work). Salaried employees receive affixed sum of money weekly or monthly. Although some reductions may be made for absences the amounts are usually the same regardless of whether the individual works less than or more than a normal amount of time.

The contemporary (modern) reward system includes:

A, merit system is a reward system in which people get different pay raises at the end of the year, depending on their overall job performance. When the organizations performance appraisal system is appropriately designed merit pay is a good system for maintaining long term performance. Increasingly however, organization is experimenting with various kinds of incentive system.

B, incentive system is a reward system: where by people get different pay amount of each pay period in proportion to what they do. Apiece rate pay plan is a good example of an incentive system.

2.6. Impact of incentives on employee's performance

Performance refers to the behavior associated with the accomplishment of expected, specified or formal role of requirement on the part of individual organizational members (MarvinA.corlson, 2004). To make it clear it is important to focus on two aspects the motivational system specification of performance criteria and administration of reward system. These two activities are central to the Organizations motivational system. Although they are not the only element in the system, more generally, it includes all elements of the system intended to shape the direction, intensity and persistence of performance relevant behavior. According to White (1996) to motivate employees for higher performance requires that workers be rewarded today, for learning or development potentially they may use tomorrow. To motivate employees, incentives and incentive

schemes are great favorites. However, for incentives to work they need to follow some basic rules.

Every employee must be able to “win” the incentive. To make this possible, the trigger point of the incentive must either be reachable by all levels of performance.

Incentives must be every publicly awarded. This incentive has no value if the only people who know about it are the winners and their managers. Incentives are high status value but low monetary value. One of the best incentive schemes and one of the most powerful and successful was the “sales man” of the month awards. Cash bonuses are not motivational and poor incentives, if people are awarded cash bonus. They tend to come to rely on the money and have pre-spent it and view it as part of the pay package. Incentive schemes should be short term. Like goals, incentive schemes work best if limited to a maximum of three months before the award.

2.7. Laws of motivation of higher performance

It is needed to be motivated to motivate others. Unless you are charged up and enthusiastic there is no way you will be able to motivate others. Your attitude and mood directly affects the attitude and of those you work with.

If you are to avoid adversely affecting your staff you need to control; your feelings, hide the negative, promote a positive mental attitude even where there are very good reasons why you may be feeling low (David Charles, Kimball, 2008).

2.7.1. Motivation requires a goal

Unless a person really knows where he is going he will not know in which direction to go. People need to know what they are trying to achieve and to really achieve it, then will be motivated.

2.7.2. Motivation in two stages

Find people's goal in relation to the team goal

Show them how to get it

The key here is the person's goal in relation to the team goal your objective as a performance manager is to motivate your people so that the team goals are achieved. In many ways, you must sell them on the idea of the team goals and show them how what they want will contribute.

2.7.3. Motivation once established never lasts

This is unfortunate truth and one of which many managers are unaware. Generally, the level of motivation declines over time. Your need to recognize this to become a professional motivator is constantly feeding motivation in your team through regular meetings, clear communication, recognitions and frequent feedback sessions.

2.7.4. Motivations requires recognition

Once basic needs are met, the need for recognition increase, in fact, psychologists have found that people work harder for recognition then they do for money. Recognition once has been craved it must be clearly, publicly and promptly given. But you can recognize a result and must not try to give recognition for an effort (Carol Bartell, 1987). Participation motivates: Participation in a special project or specific team is highly motivation, if the team has a cause and the team members are committed to it then they will be motivated.

Individuals are highly motivated by being able to see their own progress towards their goals. We all like to see how are doing, but it is important that we see our progress against our own goals and not those of others. Competition only motivates if we can win. Competitions are frequently used as incentives but they only work when everyone has an equal of winning. If there is not an equal chance of winning, the top people will be motivated and the rest will be highly demotivated. This problem can be avoided by measuring competitive performance in terms of percentage of individual (Edward I, Deco, 1985).

There is a motivational spark in every one

Contrary to popular belief (observation), there is a motivation spark in every one. As performance manager you have to find that spark, nurture it and fan it into a flame. Finding the motivational spark in every members of the team becomes an activity of great importance if you are successful.

Group belonging motivates: People are motivated by working as a part of a team towards a team goal but only if they have “bought in” to that goal (Adrain Mackay, 2007).

The level of motivational process determining workers level of performance is now widely recognized by industrial psychologists. If researchers' wishes the concept of motivation for effective performance to refer the amount of task related effort exerted by a person more complex formulation is required. In order to achieve a high level of performance a person must have both the ability and the motivation to perform effectively.

$$\text{Performance} = f(\text{ability motivation})$$

Further corroboration evidence for the fact that a given increment in motivation has greater positive effect on the performance of those high in ability than of those low in ability may be found in the result of an early experiment on the effects of economic incentives carried out by Watt (1934).

2.8. Empirical studies

If any person has to come up with question that is there any need for employee's motivation? the answer to this type of question of course should be simple the basic survival of every organization be it public or private limited before today and in foreseeable future lies in how well its work force is motivated to meet the objectives of the organization. This explains why the human resource department in today's organization is become a focus of its core function. Motivated employees are needed in this rapidly business world where the principal agent conflict is the issue confronting most managers. Most organization now considers their human resources or their most valuable assets. therefore, in order to effectively and efficiently utilize this strategic asset, I believe managers and the organization as a whole must be able and willing to understand and hope fully provide the factors that motivate its employees within the context of roles and duties they perform. This is because highly motivated employees are the cause of high productivity levels and hence higher profits for the organization. Having noted this rational, the next question one may ask is what factors motivate to days' employees? According to Wiley (1997, p265) at some point during our lives, virtually every person may have to work. He claims that working is such a common phenomenon that the question "what motivate people to work "is seldom asked. Wiley went on to say that we are much more likely to wonder why people climb mountains or

commit suicide then to question the motivational basis of their work “. there for exploring the altitude that employees hold concerning factors that motivates the m to work is important to create an environment that encourages employee motivation. From the much amount of literature available on employee motivation, it is clearly evident that a lot of surveys regarding employees and what motivates them have been under taking. These employee motivation surveys have been conducted in many different job situations. Regarding employees and what motivates them have been under taking. These employee motivation surveys have been conducted in many different job situations. Regarding employees and what motivates them have been under taking. These employee motivation surveys have been conducted in many different job situations. Regarding employees and what motivates them have been under taking. These employee motivation surveys have been conducted in many different job situations; among different categories’ of employee’s using different research methods and applications of the very first to be conducted was an industrial worker by (Hershey and Blan chard, 1969) over the years. Similar or different survey employees have been carried out see kovach (1986, 1993] Linder, (1998, 1999). According to a research carried out by kovach on industrial employees who were asked to rank ‘ten’ job rewards factors based on personal preferences where the value ‘1’represented most preferred and 10 being the least preferred, the results were as follows. (1) Full appreciation of work done (2) feeling of being (3) and 10 being the least preferred, the results were as follows. (1) full appreciation of work done (2) feeling of being (3) sympathetic help with personal problems (4) job security (5) good wages and salaries (6) interesting work (7) promotion and growth (8) employee’s loyalty (9) good working condition (10) tactful discipline. During the period of (1946, 1981 and 1986) when employee’s surveys survey was carried out super visors were at the time asked to rank job rewards as they taught employees will rank them. The ranking by the supervisors were relatively consistent for each of the years. These rankings were as follows. (1) good wage, (2) job security, (3) promotion and growth, (4) working condition, (5) interesting work, (6) personal loyalty to employees, (7) tactful discipline, (8) full appreciation, (9) sympathetic help with personal problems (10) recognition (Kovach 1987, p 49-54). The results from the supervisor survey

indicated that their ranking had not changed over the study period with regards their collective perception of factors that motivates employees but also that they did not realize the importance of the need theory. In a research carried by Wiley (1997, p278) in which approximately 550 questionnaires were administered to person employed at different industries and divide into 5 groups or categories. namely; occupation, gender, income level, employment statues, and age. they were asked to rank 10 factors according to the level of importance. each is in motivating them to perform best with the most important actor ranked 1st and the least important ranked 10th. The result from a representative sample of the labor force in seven different countries by Herpes (1991 p.75) showed that the two most dominant work goals were “ interesting work “ and “good wages”. He further concluded that the two factors were consistent across different organizational levels between gender and age groups. It is appropriate at this level to give a brief summary of the previous research in this thesis. Even the original hierarchy theory was presented some 50 years ago. Some of its not all factors remain of significant importance to employees of today. The large number of the earlier number of recent studies investigating employee motivation using some times the original or modified version of mass low’s theory, may continue the appreciation of this theory and the issue of employee motivation. The literature should show that where the original theory was lacking (short coming) has been greatly taken into consideration. Researchers have taken issues such difference in gender, age income, culture and countries etc. and how this affect or influence employee work motivation extensively. The commonality between these previous researches is agreement that certain factors are more important as motivational factors than other and these factors may change from one employee to the other. These previous studies have also been taken using different method, from survey, questionnaires face to face interview, but their outcomes have not differed significantly. A possible explanation should be due to the fact that even though these studies were carried out using different methods and target population, the motivational factor remains the same. The literature used in this thesis covers wide range of time period. Highly relevant and use full for addressing the purpose of this thesis. The researcher fills the gaps that is not assessed by the previous researchers and recommend on findings.

CHAPTER THREE

3. Methodology of the Research

Just as other researcher, in this study different means would be used for collecting, analyzing and interpreting the data, which would be collected from the target population of a particular organization.

3.1. Research Design

The study would be conducted through descriptive type of research. The reason why use this type of method is because it helps to describe the existing condition as it is and it is mostly preferable for studies conducted in the area of business and economics.

3.2. Target Population

To the success fullness of the study the target population would be permanent employees of Wolkite municipality because this study is directly related or concerned with them, the total population Wolkite municipality 104 employees.

3.3. Sample size determinants

In order to determine the sample size among 104 populations the researcher would uses the following formula (taro Yamane 1967).

$$n = N/1+N (e)^2$$

Where: n = total sample size of the population

N = Total population of the study

e = error N =104

e = 0.05

$$n = 104/1+104(0.05)^2 = 83$$

Then the researcher was selected 83 respondents from the total population of 104 employees in order to collect relevant information.

3.4. Sampling techniques

To determine the sampling procedure, the researcher was applying probabilistic random sampling. Because probabilistic random sampling is unbiased surveying technique and it is highly representative of the population being study. It allows the researcher to make generalization. The reason that the researcher used probabilistic random sampling is to show that all members of the staff have equal chance to be selected.

3.5. Source and methods of data collection

The study was conducted based on primary data and secondary data. The primary data would be conducted through structured interview and questionnaires, and secondary data also collect from different books, journals, manuals etc. The research would be conducted on the basis of primary data sources and the primary data would be collected through structured interview, and open ended and closed ended questionnaire from the administrative staff members and employees of Wolkite municipality respectively. The questionnaire would be design so as to obtain information on aspect like kind of motivation such as incentives, rewards and the way of evaluating employee performance of Wolkite municipality.

3.6. Data processing and analysis

The study used both qualitative as well as quantitative method of data analysis the analyzing parts would be done based on the source of data. All the relevant data for the study would be edited, coded and summarized the data by using descriptive technique. The summarized data would be checked for consistency and then frequencies and percentage used to show responses of the distribution. The results were presented in table and simple percentages.

CHAPTER FOUR

4. Data presentation, analysis and interpretation

This chapter represents the representation, analysis and interpretation of data collected from the sample respondent. The data from the questionnaire shows the general characteristics of employees including (employees age, sex, educational background, year of service, and marital status) and their attitude towards motivation and its role. The responses were collected through questionnaire and interview. The sample respondents are employees of Wolkite municipality. 83 questionnaires were distributed to the employees of the municipality and 75 of the above questionnaire were filled properly and collected back the remaining 8 were not returned.

Table 4.1 General characteristics of the respondents

NO	item	Category	Frequency	Percentage
1	Sex	Male	45	60%
		Female	30	40%
		Total	75	100%
2	Age	< 25 years	22	29%
		25-35	30	40%
		36-45	15	20%
		46-55	8	11%
		Total	75	100%
3	Educational level	< grade 10	4	5%
		10-12 grade	18	24%
		Diploma/certificate	38	51%
		Degree and above	15	20%
		Total	75	100%
4	Marital status	Married	49	65%
		Single	26	35%
		Total	75	100%

Source: questionnaire, 2020

Table 4.1 is concerned with sex, age, educational level, and marital status of the respondents. Regarding sex composition of the respondents 45(60%) are males and 30(40%) are female respondents. This shows majority of the respondents (employees) of the municipality are males.

Regarding age 22(29%) of employees are within the age group of less than 25 years, 30(40%) of employees (respondents) are within the age group of 25-35 years, 15 (20%) of the respondents are found with the age group of 36-45 years and the rest 8(11%) of employees are found within the age group of 46-55 years. This figure shows the majority of the majority of the employee are found in the age group of 25-35 years. This indicates that when employees in this age are highly motivated, they will have a possibility of increasing the performance of the municipality.

In addition to this the educational level of the respondents is depicted in the table. Accordingly majority of the employees are diploma and certificate holders. That is 38 (51%). 4 (5%) of the respondents are less than grade 10, 18(24%) of respondents are found in between 10 – 12 grade, the rest 15(20%) of the respondents are degree and above holders. This entails that in order to enhance the company's productivity it should be better to provide motivational tools and also it is advisable to hire more diploma and certificate holders within the organization. Other information that can be obtained from the table is marital status of the respondents. According to table majorities of the employees are married. That is 49(65%) and the rest 26(35%) of the respondents are un married (single).

Table 4.2 service year of the respondents or employees

No	Service year	Frequency	Percentage
	Below 2 years	11	15%
	2-5 years	53	70%
	5-8 years	9	12%
	Above 8 years	2	3%
	Total	75	100%

Source: questionnaire, 2020

As it can be observed from the table 4.2, majority of the respondents 53 (70%) have 2-5 years of service in the municipality. Additionally 9(12%) the respondents have 5-8 years of service, and the rest 2(3%)of the respondent have 8 years of service (experience). Generally most of the employees have the service year of 2-5 years. That is 53(70%) of the total respondent. This indicates that year of service alone does not make employee more productive .rather motivation to work hard, ability, skills and competencies must be included.

Table 4.3 Sample respondent level of income

No	Income level	Frequency	Percentage
1	<500 birr	4	5%
2	500-1000 birr	9	12%
3	1001-1500 birr	25	33%
4	1501-2000 birr	26	35%
5	>2000 birr	11	15%
	Total	75	100%

Source: questionnaire, 2020

According to table 4.3 above indicates that 4 (5%) of the respondents are found in the income level of below 500 birr, 9(12%) of the respondents are found in the income level of 500-1000 birr, 25(33%) of respondents are found with the income level between 1001-1500 birr, 11(15%) of respondents the income level more than 2000. Generally this entails that most of the employee's income level was found between 1501- 2000 birr which is 35

%. This indicates that the level of income is moderately enough, so that it minimizes employees turn over and absenteeism.

Table 4.4 opinion of respondent about their salary in relation to their work load

Item	Response	Frequency	Percentage
By what degree the salary that you receive much with the task that you perform	Very high	4	5%
	high	24	32%
	medium	30	40%
	low	9	12%
	Very low	8	11%
	total	75	100%

Source: questionnaire, 2020

Table 4.4 indicates the salary is very low as compared to their work load out of the total population 4(5%) replied very high, the population 24(32%)replied high ,the population 30(40%) respondent medium, the population 9(12%) respondent low and the rest 8(11%)replied very low .generally as the above information displayed that more of the respondents or employees that means 30(40%) of the respondents salary is moderately proportional to their work load. This indicates that the organization adopts the system of paying based on performance.

Table 4.5 level of motivation

Question	Alternatives	Frequency	Percentage
What do you see your motivation to do your task	Very high	23	31%
	High	33	44%
	medium	11	14%
	low	8	11%
	Very low	-	-
	Total	75	100%

Source: questionnaire, 2020

Based on table 4.5 23(31%) of the respondents answered that their level of motivation in organization is very high, 33(44 %) of the respondent responds that they are highly motivated, 11(14%) of respondents responds that they are moderately motivated. And the

rest 8(11%) of the respondents respond that they are demotivated. Generally the analysis of the above data indicates that the organization has a high degree of motivation of employees, since the majority of employees answered that they are motivated. This indicates that motivated employees are a weapon for the success of the organizational goal and they are doing their task with the interest of their internal motives.

Table 4.6 condition that motivate employs in your organization

Question	Alternatives	Frequency	Percentage
What things can motivate you in organization	Salary increase	8	11%
	Promotion	18	24%
	Incentives	4	5%
	all	45	60%
	Total	75	100%

Source: questionnaire, 2020

According to table 4.6, 8(11%) of the respondents answered that salary increase motivates employees in the organization, 18(24%) of the respondents answered that promotion motivates employees in the organization. But the majority the respondents answered that the combination of all conditions can motivate employee in the organization that is 45(60%) and the rest 4(5%) of respondents respond that incentives motivate employees in the organization. This indicates that salary increase, promotion and incentives are key elements to motivate employees in the organization.

Table 4.7 factor that affect employee's motivation

Question	Alternatives	Frequency	Percentage
What factor that affect employees motivation in your organization	Conflict between employees	13	17%
	Conflict between employees and management	28	37%
	Bad working condition	34	46%
	Total	75	100%

Source: questionnaire, 2020

Based on the above table 4.7, 13(17%) of employees answered that conflict between employees affect employee's motivation in the organization and 28(37%) of employees answered that conflict between employees and management affect employee's motivation in the organization. additionally, the majority of respondents 34(46%) of employees answered that bad working affects employees motivation in the organization. Generally the analysis of table 4.7 shows that majority of the respondents or 34(46%) of the respondents displays bad working condition is the factor that affects employee's motivation in the organization. It indicates that bad working condition reduces employee's motivation and stable environment is one of the mechanisms of motivating employees in the organization. So it is advisable to create stable (good) working environment in order to motivate employees and achieve organizational goal.

Table 4.8 types of incentive

Questions	Alternatives	Frequency	Percentage
What type of incentive package that your organization uses	Financial	34	45%
	Non-financial	41	55%
	total	75	100%

Source: questionnaire, 2020

Based on the above table 4.8, 34(45%)of employees answered that the organization uses financial incentives and the rest 41(55%)of the respondents respond that the organization uses non-financial incentives .generally this analysis entails that the organization uses mostly non-financial incentives . it indicates that financial incentive is not the only mechanism to motivate employees ,rather the organization should use non-financial incentive such as promotion and giving recognition to employees to motivate them.

Table 4.9 the existence of motivation

Question	Alternatives	Frequency	Percentage
Do you believe that the existence of incentive package improves employees performance	Yes	40	53
	No	35	47
	total	75	100%

Source: questionnaire, 2020

Table 4.9 demonstrates that 40(53%) of the respondents believe that the existence of incentive in their organization has an influence on their performance, whereas the rest 35(47%) of the respondents believe that the existence of incentive in their organization does not influence their performance. Generally as the majority displays it the existence of incentive in the organization has an influence on employees performance. That respondent who answers the above question “yes” displays their justification. They say that incentive creates an initiation to do better than the existing performance.

Table 4.10 Motivation of employees

Question	Alternatives	Frequency	Percentage
Do you observe that your organization applies employees motivation	Yes	51	68%
	No	24	32%
	Total	75	100%

Source: questionnaire, 2020

According to table 4.10, 51(68%) of employees say that their organization applies employees motivation and the rest 24(32%) of employees say that their organization does not apply employee’s motivation. generally as the majority displays the organization applies employees motivation. Respondents who answered the above question “yes” points out their reason. They say that the organization the organization applies employee’s motivation by providing different motivational tools such as salary increase, promotion, and incentives.

Table 4.11 Organization evaluation mechanism

Question	Alternatives	Frequency	Percentage
How your organization evaluate employees performance	By observing employs motivation for their job	8	11%
	Based on employee ability	15	20%
	Based on employees performance evaluation system	34	45%

	based on employees performance	18	24%
	Total	75	100%

Source: questionnaire, 2020

Table 4.11 implies that the assessment of employee's performance in the organization, 8(11%)by observing employees motivation for their job, 15(20%) based on employees ability, 34(45%) based on employees performance evaluation system and 18(24%) based on employees performance to sum up this, the data of table 4.11 indicates that the organization evaluates or measure employee's performance based on employees performance evaluation system.

Table 4.12 Accuracy of organization evaluation system

Question	Alternatives	Frequency	Percentage
Do you believe your organization use accurate evaluation system to evaluate employees performance	Yes	47	63%
	No	28	37%
	Total	75	100%

Source: questionnaire, 2020

Based on the above table 4.12 ,47(63%)of the respondents answered that their employer (organization) uses accurate evaluation system to evaluate employees performance, whereas the rest 28(37%)of the respondents respond that their organization does not use accurate evaluation system to evaluate employees performance. so, this analysis entails that the organization uses accurate evaluation system to evaluate employees performance .since accurate evaluation system makes employees to become trust full and they achieve the expected organizational goal in effective and efficient manner.

Table 4.13 Organization motivation tools

Question	Alternatives	Frequency	Percentage
Does the organization evaluate on its motivation tools	Yes	45	60%
	No	30	40%
	Total	75	100%

Source: questionnaire, 2020

Based on the above table 4.13, 45(60%) of the employees answered that the organization evaluates on its motivational tools, whereas the 30(40%) of employees answered that the organization does not evaluate on its motivational strategy. Generally as the majority of respondents answered that the organization evaluates on its motivational tools. This indicates that the organization measures its strength and weakness regarding to motivate employees. Because, motivational tools of the organization make employees satisfied or not satisfied.

4.1. Interview analysis

1. What techniques does Wolkite municipality use to motivate its employees?

Wolkite municipality uses different techniques to motivate employees. Such as use of cop up position, building house for employees, providing transportation service from their office to their home, provide incentive for good performer.

2. Is the organization has motivational strategy to motivate its employees?

As the manager of the municipality said that, the municipality has a motivational strategy to motivate its employees. Such as giving chance of getting educational advancement and it also appraise four employees at the end of the year. But the strategy by itself is not complete enough as he said and also he said that the organization uses different ways to motivate its employees and the most common method (way) he used to motivate his employees was giving recognition to the employees who perform better, by putting his name in the notice board to aware (to gain recognition from the society by saying best worker of the week, month, and year.

3. What are determinant factors that affect employees' motivation?

The factor affect that employee motivation in Wolkite municipality are conflict between staff members, bad working condition, conflict between manager and employees ,not equal satisfaction to user, not equal training , conflict between employees and not equal distribution salary to employees.

CHAPTER FIVE

5. Summary, Conclusion and Recommendation

5.1. Summary of Findings

The municipality motivates employees to improve the performance and efficiency of employees. But the quality of motivation which is provided a number of years for the employees is still questionable. Therefore, the proposed research is going to assess the role of motivation on employee's performance. Therefore, the general objective of the proposed study will to assess the role of motivation on employee performance in wolkite municipality for the purpose of this study, the data, which is important for this study, was collected from different sources and descriptive type of research was used.

In this research, the main kinds of motivational tools of the municipality were identified. The other finding in this research was that the attitude of employees and management in the organization was good. The research paper also displays that the organization evaluates its motivational tools.

In the municipality there are 104 employees who are engaged in different departments. A among the target population 83 respondents were selected. Therefore, the employees of the municipality were major source of data for the study and the result showed that there is motivational practice in the municipality.

5.2. Conclusions

The researcher distributed 83 questionnaires for sample respondents and 75 of those questionnaires were filled properly and collected back, the remaining 8 were not returned. Based on the objective analysis of data and discussion of result and with respect to the basic questions, the researcher refunds the following conclusions.

Most of the employees of the municipality were found between 25-35 years old. From this the researcher can conclude that most of the employees were neither young nor old. Interns of educational level most of the employees of the municipality were Diploma and certificate holders.

Most of the employees of the municipality had served for 2-5 years. From this the researcher can conclude that most of the employees' were not more experienced.

Majority of the employees of the municipality displayed that their salary is proportional with their work load.

Most of the employees of the municipality were not dissatisfied (demotivated) due to their income, this implies that the employees were interested and motivated to do their task effectively and efficiently.

Majority of the employees of the municipality were motivated by salary increase, promotion, and incentives and so on. This indicates that the employees of the municipality are motivated by almost all factors.

Most of the employees displayed that bad working condition hinders (affects) employees motivation in the organization. From this the researcher can conclude that bad working condition hinder employees motivation.

According to the majority of the respondents the type of incentives used to motivate employees in the municipality are non-financial incentives. This implies that employees are motivated by non-financial incentives other than financial incentives.

Majority of the respondents believe that the existence of incentive in the organization influences employees performance .in this regard the researcher conclude that the existence of motivation in the organization have a significant impact on employees performance.

As the respondents said the municipality uses both incentives and salaries to motivate employees. The researcher concludes that the role of incentives and salary is significant for motivating employee's performance.

Majority of the respondents said that their performance is evaluated or motivated based on employees performance evaluation system. One thing that understands from this is that employee's performance evaluation is a key factor to measure employee's performance.

5.3. Recommendations

In the light of the finding and conclusion, the following recommendation is offered in hope that they would help to provide solution to some of the problems in the municipality in regard with motivating employees.

In terms of the service level of the employees, their service lies between 2-5 years. So the municipality should include more experienced employees to accelerate its productivity effectively and efficiently.

As shown from the conclusion, employees of the municipality were highly motivated. In this the researcher recommends to the municipality to sustain by its motivational strategy. The municipality should include financial incentives, not only non-financial incentives to motivate employees in the municipality.

The organization should give recognition for employees in addition to incentives.

As shown from the conclusion, the salaries of employees in the municipality were proportional with their work load .so the researcher recommends to the municipality to sustain by this scenario.

The municipality should hire (recruit) Degree and above Degree holders in order to increase organizational effectiveness.

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APPENDIX

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS,

DEPARTEMENT OF MANAGEMENT.

Questionnaires to be filled by Wolkite municipality employees

This questionnaire I developed to examine the role of motivation on employee's performance in case of Wolkite municipality.

Dear respondents the trust worthiness of this study is based up on the accuracy of the information you provide. Please note that the information you provide will be used only for research purpose and kept strictly confident.

Attention

Do not write your name

Choose more than one or all the alternative is possible

For this questions that have box please put thick mark in the box you choice and have no box you can answer briefly in the space provided.

Give your own view as free as possible to add on alternatives as well as for those question needs that demand writing.

Thank you in advance for your cooperation Endeshaw Adnew (graduating student)

Direction; *before you answer the question fill the following boxes*

1. Sex male ☐ female ☐

2. Age <25 years ☐ 25-35 years ☐ 46-55 years ☐ >56 years ☐

3. Level of education grade 10 ☐ grade 10-12 ☐ certificate ☐ degree and above ☐

4. Martial statues married ☐ single ☐

Questions related with the attitude of employees

5. Level of income below Br 500 ☐ from Br 500-1000 ☐

From Br 1000-1500 ☐ from 1500-2000 ☐ above 2000 ☐

6. by what degree the salary that you receive munch's with the task that you perform?

Very high ☐ high ☐ medium ☐ low ☐ very low ☐

7. what do you see your motivation to do your task?

Very high ☐ high ☐ medium ☐ low ☐ very low ☐

8. what motivates employees in your organization?

Salary increase ☐ promotion ☐ incentives ☐ all ☐

9. What factors that affect employee's motivation in your organization? Conflict between

Employees' ☐ conflict between employees and management ☐ bad working condition ☐

10. What type of incentives that your organization uses?

Financial incentive ☐ non-financial incentive ☐

11. Do you believe that the existence of incentive improves employees' performance? Yes ☐ no ☐

12. Do you observe that your organization applies employees motivation yes ☐
no ☐

13 .how your organization evaluate employees performance?

By observing employees motivation for their job ☐ based on employees ability ☐

Based on employees performance evaluation system ☐ based on employees performance ☐

14. Do you believe your organization uses accurate evaluation system to evaluate employees Performance? Yes ☐ no ☐

15. Does the organization evaluate on its motivational tools yes ☐ no ☐

Interview questions

1. what techniques does wolkite municipality uses to motivate its employees?

2. Is the organization has motivational strategy to motivate its employee?