THE IMPACT OF MOTIVATION ON EMPLOYEES' COMMITMENT IN (CASE OF COMMERCIAL BANK OF ETHIOPIA IN GUBRE BRANCH)



WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENTS OF MANAGEMENT

RESEARCH PAPER SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE BACHELOR OF ARTS DEGREE IN MANAGEMENT

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JUNE, 2019

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DECLARATION

I**,** undersigned declare that this study entitled as the impact of motivation on employees' commitment in (case of commercial bank of Ethiopia in gubre branch), is my own work. I have carried out the research work independently with the guidance and support of the research advisor. This study had not been submitted to any degree/diploma in this or any other institutions

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CERTIFICATION

This is to certify that Aregweyin Yebeltial had completed his paper entitled“The impact of motivation on employees’ commitment in (case of commercial bank of Ethiopia in gubre branch), In my opinion all the materials used for the research has been duly acknowledged and his research is appropriate to be submitted as a partial fulfillment requirement of BA Degree in Management.

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Date_____

APPROVAL

This is to certify that the Paper prepared by Aregweyin yebeltial the impact of motivation on employees' commitment in (case of commercial bank of Ethiopia in gubre branch) and submitted in partial fulfillment of the requirement for the BA degree in Management complies with the regulation of the university and meets the accepted standard with respect to originality and quality.

Examiner	Signature	Date

ACKNOWLEDGEMENT

First of all, I would like to express my whole hearted thanks to my almighty God with his mother. Virgin Merry makes everything possible and always help me all aspect of my life and for support in order to accomplish these paper peacefully. Next I would like to express my deep gratitude to my advisor DEMELASH SHALOW (MBA) for sharing to me his constructive advice. Thirdly thanks to manager of CBE gubre branch and employees to give me necessary information. But I have no word to express my thanks for my family.

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ABSTRACT

This study was conducted on the impact of motivation on employee's commitment in case of commercial bank of Ethiopia in gubre branch. The main objective of this study is to identify the impact of employee motivation on employee's commitment in case of commercial bank of Ethiopia gubre branch. The relevant data for this study collected from both primary and secondary sources. To collect primary data self-administered questionnaire was used. Whereas, secondary data collected from organizational records and written materials about the organization different books and internet. Census was used to collect data from employees because they are few in number or 20 respondents. The collected data effectively processed and analyzed by using percentage ratio with supplementary statements and presented in the form of table. The major finding of the study is that the impacts of motivation on employee's commitment. From the finding motivation has positive impact on employee's commitment and organizations basically focused on financial motivation mechanism. On the basis of finding the researcher recommended different recommendation to the organization.

CHAPTER ONE

1. INTRODUCTION

This chapter covers the background of the study, statement of the problem, objectives of the study, significance of the study, delimitations of the study, limitations of the study definition of key terms, and organization of the study.

1.1. Background of the study

In this era of globalization and competition motivation is considered to be the key factors for success and excellence of organizations. Organizations are facing many fluctuations and pressures in today's world in order to carry on organizational life. They have taken employee commitment into their development processes and with understanding the effective changes that would give them desired results.

Atkinson, J.W. (1961) get “Employee Commitment as affection and trustworthiness”. Bernstein (1997) defined the employee commitment in the three dimensions: the first one stone are a strong goal to remain a member of a particular organization; the second is a willingness to utilize high levels of struggle purls on behalf of the organization; and the last is a describe belief in and appropriateness of the values and goals organization.

Maslow, A.H (1946) says “Motivation is the competency or capability of a person to change behavior”. Motivation is a driven force that leads and directed a person toward some specific goals. word motivation is set of active forces that initiates both within as well as outside an individual’s being, to starts work-related behavior, and to determine its form, direction, intensity and duration”

Employee commitment can improve the performance of an organization but some time it is not delivering the benefit in many cases like when organization not given them the incentives and involve them in their jobs. That gap is fulfilled when organization characterize employee work-place climate and trust between colleagues (Care 2007). Meaning of job involvement, motivation and employee commitment is clear. The consequences of work would be affected when employees are motivated and committed (Lawler, 1986).

The more motivated employees are typically placed additional exertions because they are more committed and involve in their jobs.

1.2. Statement of the problem

Several studies have been carried out relating to employee motivation, but few have focused on its impact on employees 'commitment, rather focusing on the motivational techniques (Maslow, 1946). A study revealed that employees from different regions and cultures would not be motivated using the same motivational techniques meaning that different techniques may need to be applied for different regions and cultures. Asim (2013) found that training is an important motivation that leads to a positive impact on employee commitment in the organization sector. However, the study only focused on training as a source of motivation leaving a gap to be filled by examining other motivations.

There is a direct relationship between motivation and employees' commitment in the organization. Also found a positive effect of motivation such as good performance appraisals, training, and enhanced job security on the commitment of employees in Ethiopian government ministries. Albite (2015) found that reward systems such as stock options, profit sharing, and pay were the most popular and had a positive effect on the commitment of employees at Commercial Bank of Ethiopia in gubrie branch. The above studies were all carried out in Ethiopia, and all point towards a positive impact of motivation on the commitment of employees, but none of the studies examines the Non-Governmental Organizations (NGOs) and Charities Sector, which would be examined in the study.

The above are empirical works carried out by different researchers (Maslow, 1946, Asim, 2013; Albeiti, 2015) in the areas of motivation and employee's commitment. However, the question that has not been answered is, "what magnitude of commitment variation can reward both extrinsic and intrinsic induce taking into consideration the argument and counter argument on the consequences of tying motivation to employee's commitment . Therefore, the identified gap needs to be filled, and thus the need for the study to examine the impact of motivation on the commitment of employees of commercial bank of Ethiopia in Gubre branch.

1.3. Research Questions

The study is guided by the following research questions:

1. how do monetary factors of motivation impact the commitment of employees in commercial bank of Ethiopia in Gubre branch?

2. How does non-monetary factors motivation impact the commitment of employee in commercial bank of Ethiopia in Gubre branch?

3. How does staff training and development impact the commitment of employees at commercial bank of Ethiopia Gubre branch?

4. What is the relationship exists between incentives and employee commitment?

1.4. Objectives of the study

1.4.1 General objective of the study

The general objective of this study would be to explore the impact of motivation on employees' Commitment in case of commercial bank of Ethiopia in Gubre branch.

1.4.2. Specific Objectives

The specific objectives of this proposal are: -

1. To identify the monetary factors of motivation that impact the commitment of employees in commercial bank of Ethiopia in Gubre branch?
2. To identify the non-monetary factors of motivation, impact the commitment of employee in commercial bank of Ethiopia in Gubre branch?
3. To identify staff training and development of motivation are impact the commitment of employees at commercial bank of Ethiopia Gubre branch?
4. To identify the relationship exists between incentives and employee commitment?

1.5. Significance of the Study

The findings of this study is a great deal of help for many and different interest and curious parties who seek information regarding in the study. For the managers of the bank these findings are help them to get different information and understanding about customers who are committed in the work. In addition, the finding of this study is provide information for other researchers.

1.6. Scope of the Study

This study is confine to investigate in the geographical, methodologically and conceptually.

Geographically, this study is use to investigate only the CBE in Gubre branch and it is not including over all branches of commercial bank of Ethiopia.

Methodologically, this study is descriptive analysis method of the study.

Conceptually, this research study is focuses on the impact of motivation on employee commitment in CBE in Gubre branch.

1.7. Limitation of the study

Even though researcher was tries to use his best design of research to overcome the expected limitation which are common in most research papers, the researcher faced different problems at different time when conducting this research. These are: -

Unwillingness of respondents to fill the questionnaire. Carelessness of respondents especially when they give answers for open ended questions. Shortage of different access which are necessary for the researcher like written document and computer.

1.8. Organization of the paper

This study was organized into five chapters. Chapter one provides background of the study, statement of the problem, objectives of the study, significance of the study, delimitation of the study, and limitations of the study were included. In the second Chapter relevant review of the related literature was incorporated. The third Chapter presented research design and methodology. The fourth Chapter dealt with presentation, analysis, and interpretation of data. Finally the last Chapter included, conclusions, and recommendations.

CAPTER TWO

2. RELATED REVIEW LITERATUR

2.1. INTRODUCTION

The purpose of this study is to determine the impact of motivation on employees' commitment using the case of CBE in Gubre branch. This section will elaborate on the impact of monetary motivational factors on the commitment of employees, the impact of job enrichment on the commitment of staff, and the impact of staff training on the commitment of employees.

2.2. DEFINITION OF MOTIVATION

Motivation refers to the force within a person that affect his or her directions intensity and persistence of voluntary behavior motivated employee are willing to exert a particular level effort (intensity) for a certain amount of time (persistence) towards a particular goal. Motivation is a process that starts with a psychological deficiency or need that activates a behavior or a drive that is aimed at a goal or incentive (Omar, MW, 2010).

Motivation represents unsatisfied needs. Which create a set of tension or disequilibrium, causing the individual to move in goal directed pattern towards resorting state of equilibrium by satisfaction the need. Motivation is a human psychological characteristic that contributes to a person degree of commitment. It includes the factors that causes channel and sustain human behavior in particular committed direction. Motivating is the management process of influencing people behavior based on his knowledge of "What makes people tick". Motivation is forces that acting on an employee that initiate and direct behavior.

Motivation is forces that acting on an employee that initiate and direct behavior. Organizations are focusing on the need of their employees as never before offering an array of benefits, reorganizing work process to make them more interesting, giving employees more power to control their jobs. With today's reliance on knowledge able workers and their unique abilities, it is important for organizations to insure that their employees are committed and motivated to perform well.

2.3. CHARACTERSTICS OF MOTIVATION

According to Kenninsh, J.W (1994), Motivation is characterized as: -

Motivation is always internal to the person:-It is essentially a psychological phenomenon. he said that a motive is an inner state energizes, activates or move towards goals.

Motivation of a person in totality and non in part:-Human behavior is caused by the various needs. A worker works in satisfactory because one needs money. Similarly a thirsty man feels the water to conquer his thirst. The feeling of needs is continues process and the satisfaction of one need leads to the creation of a new need. All needs are interrelated and motivation should be in totality.

Performance is the results of ability and motivation:-if an employee's highly qualified but is very poor, it can be due to the absence of motivation Performance Ability Motivation.

Motivation can be positive or negative:-positive motivation means use of incentives may be financial and financial pay revision; confirmation of job and the like are positive motivators. Negative motivation refers to emphasizing penalties; demotion and termination from service are some of the example of negative motivation.

Frustrated person cannot be motivated:-If a person doesn't have his basic needs satisfied, he might be frustrated, mentally ill to some extent. Such a frustrated person cannot be motivated unless his basic needs are satisfied.

2.4. HOW TO MOTIVATE EMPLOYEES

The successful managers have known how to motivate their employee. Even though everyone is motivated by different needs most people tell that two of important issues they look for the company are mutual respect and personal involvement. Employees are being aware of moral level of your organization, involve in decision making, and outline job responsibilities (Google search).

2.5. CHALLENGS OF MOTIVATION

Motivation in practice and theory are difficult issues conducting on several disciplines. In spite of research basic as well as applied, the subject of motivation not clearly understood more often than not poorly practiced. People in the organization come from different places with respect to attitudes towards job peers subordinate organizational rules and procedures. As a result of these

manager or organization encounter a big problem of having different outlook and same goals and objective achieved by integrating and coordinating people.

2.6. TYPES OF MOTIVATION

According to Maslow, (1946), classified work place motivation in to two ways. These are: -

1. **Intrinsic motivation**: - It is derived from the content of job. It is a motivation created by the worker itself in that what people do to satisfy their need for achievement, recognition, responsibility and personal growth and development

2. **Extrinsic motivation**: - This is what is done for people to motivate them. It arises when management provides such as salary, job security, fringe benefit, opportunities for training, and the extent to which workers feel management cares for their welfare, praise or promotion. Extrinsic motivators which are concerned with quality of working life are likely to have deeper and longer term effect because they are inherent in people and not imposed from outside, although they may be the organization.

2.7. THEORIES OF MOTIVATION

2.7.1MASSLOW NEED HIERARCHY THEORY

The crux of Maslow theory is that need is arranged in hierarchy, the highest levels are the self-actualization need, and these needs are defined to mean the following: -

Psychological: - The need for food, drink, shelter and relief from gain.

Safety and security: - The need for freedom from that is the security from threatening events or surrounding.

Belongingness: - Social and love, the need for friendship affiliation, interaction and love.

Esteem: - The need for self-esteem and for esteem from others.

The need to fulfill oneself by making maximum use of abilities, skills and potential (Ivancevich, 2002).

2.7.2. ADLERPERSON ERG THEORY

Aldermen's ERG theory agrees with Maslow that individual need is arranged in a hierarchy. However his proposed need hierarchy involves only three set of needs.

1. Existence needs satisfied by such factors as food, air, water pay and working condition.

2. Relatedness needs satisfied by meaningful social and interpersonal relationship.

3. Growth needs satisfied by individual making create or productive contribution. The growth is an intrinsic desire for personal development. It is intrinsic component of esteem needs. This is to develop and growth the five potential that person is capable of reaching.

ERG theory different from Maslow in that ERG suggesting the pepek

Frederick Herzberg suggested that here are equally important groups of factors relevant to motivating staff. He concluded there are two types of needs in development of each other.

1. Motivation factor: - There is a set of job conditions which operates primly to build strong motivation job satisfaction. This factor is positive influence of moral satisfaction efficiency and high productivity. Some of the factors are this work it's effect resulting achievement, responsibility, growth and advancement.

2. Hygiene factor: - There is some job conditions which operate dissatisfy employees when these conditions are absent. Interpersonal relation with peer's, job security, personal life, salary and working conditions.

2.7.3. MCCLELLAND THEORY

It provides that an organization offers an opportunity to satisfy at least three needs they are needed for achievement, affiliation and power. 1. Need for achievement: - achievement motivation is driver some people have to overcome charge and obstacle in the pursuit of goals. An individual with this drives wishes to develop and grow up the ladder of success characteristics of achievement oriented.2. Need for affiliation: - is a drive to react people in social basic affiliation oriented people work for better when they are complemented for their favorable attitudes and corporation. 3. Need for power:- power motivation is a drive to influence people and change situation power motivation people to create an impact on organization and are willing to taking risks to be so one. Their power obtained it may uses either constructively or destructively power

motivated people make excellent managers if their drives are per instructions power instead of personal power (Ivancevich, 2002).

McClelland identified two form of the need for power:-

1. The negative kind: - is the need for personal power as expressed in the desire to dominate other and involves manipulating people for one's own gratification.

2. The positive kind: - characteristics of top managers and leaders is the desire for institutional power as expressed in the need to solve problems that further organizational goal.

2.8. EMPLOYEE COMMITMENT

2.8.1 DEEFINITOIN EMPLOYEE COMMITMENT S

Employee commitment has many definitions according to different authors. Kennish, J.W (1994) define employee commitment as the degree to which employee identify with the organization and want to continue by actively participating in it. Like a strong magmatic force attracting one metallic object to another it is a measure of employee's willingness to remain within the firm in the future. It often reflects the employee in the notion and goal of the firm, willingness to expend effort in their accomplishment and intention to continue work there.

Commitment is usually stronger among long term employees those who have experienced personal success in the organization and working with committed employees group.Heexplains that employee commitment is most defined as:-

A strong desire to remain a member of particular organization. A willingness to exert ahigh level of one behalf of the organization. A definite belief and acceptance of the organization value and goal. In other word this commitment is an attitude about employee's loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and wellbeing. Employee commitment attitude is determined by number of personal (age, tenure, in the organization and disposition such as positive or negative activities or internal or external control attribution) and organizational (the job design and leadership style of on supervisor) variables even non organizational factor such as availability of alternatives after making initial solution or choice to join the organization will affect subsequent commitment due to this multi-dimensional nature of organizational

commitment, there is growing support for the three component model proposed by Meyer and Allen, (1996) the three dimensions are the following:-

Affective commitment: - involves employee's emotional attachment to identification with and involvement in the organization.

Continuance commitment: - involves commitment based on the costs that associate with the living organization.

Normative commitment: - involves employees feeling of obligation to stay within the organization.

He definer's employee commitment or organizational commitment is a personal feeling with regard to continuing his or her association with the organization.

According to Kennish (1994) committed employee could work diligently, conscientiously, provide value, promote organization service or product and seeks continued improvement in exchange, they expect the work environment that foster growth and empowerment, allow for better balance of personal and work life, provide the necessary resource to satisfy customers and provide their educational and training and that of their coworkers.

2.8.2 PROCESS OR STAGE OF COMMITMENT

Meyer &Allen (1984) suggest three process of commitment. These are:-

1. Compliance: - Where the person accepts the influence of other mainly to obtain something from other, such as pay.

2. Identification: - In which employee accept the influence in order to maintain a satisfying relationship and feel pride in belonging to the organization.

3. Internationalization: - In which the employee find the value of the organization to intrinsically rewarding and compatible with personal value.

Simpson, (2007) in an article of the man's is Development Corporation emphasizes that his or her immediate supervisor influences employee behavior by positively or negatively. Positive influence is essential to strengthening the employee's commitment and the reverse is true for negative influence. Nelson, (1999) further concurs in this regard because he indicated that while

money certainly plays apart in building the employees loyalty, it is not clearly enough in today working environment.

2.8.3 STRATEGIES FOR INCREAS EMPLOYEE COMMITMENT

There are many ways to build employees commitment and employers often fail to realize that some of most effective things they can do to develop and sustained motivated committed employee's costs very little or nothing at all.

Nelson, (1999) proposes the power of five "I"s.

Interesting work: - no one wants to do the same boring job over and over days. Moreover while any jobs always require some boring repetitive tasks everyone should have at least a part their job is of interesting to them.

Information: - information is a power and employees want to be empowered with the information they need to know to do their job better and effectively.

Involvement: - managers today are facing with an incredible numbers of opportunities and problems and as the speed of business continues to increase dramatically the amount of time that they make decision continues to decrease. Involving employees especially when the decision affects them directly is both respectful and practical.

* Independence: - some employees want their every action to be closely mentioned. Most employees appreciate having the flexible to do their job as they see fit.

* Increase visibility: - everyone appreciates getting credit when it is do. Occasions to share the success of employees with other are alternatives with almost limit less. Giving employees the new opportunity to perform, learn and grow as form of recognition and thanks is highly motivating for most people.

2.8.4 MODE OF COMMITMENT

Identifies three pillars of mode of employee commitment these are:-

A. Sense of belonging to the organization.

This builds up on the loyalty essential to successful industrial relation. The sense of belonging is created by manager through ensuring the work force is formed, involved and sharing in success.

B. Sense of excitement to the job

Improved result will not be achieved unless workers can also feel a sense of excitement about their work, which results in the motivation to perform well. This sense of excitement can be achieved through by appealing to a high level need of pride, trust and accountability to results.

C. Confidence in management

The sense of belonging and excitement can be frustrated unless workers do not have respect for and confidence in management leadership. This respect is enhanced through attention to authority, dedication and commitment. (Google search)

2.8.5 SOURCE OF COMMITMENT

job satisfaction is source of the organizational determined largely by their individual characteristics (age, personality and attitude) and how where their early job experience match their expectation, later organizational commitment continues to be influenced by job experience with many of the same factor that lead to job satisfaction also contributing to organizational commitment or lack of commitment pay relationship with supervisor and co-workers, working condition and opportunity for advancement overtime, organizational commitment tend to be become stronger because individual develop deeper ties with the organization and co-worker as they spend more time with them, seniority often brings advantage that tend to develop more positive and opportunity in the job market may decrease with age, causing workers to become more strongly attached to their current job.

2.9. IMPACT OF MONITARY FACTOR ON EMPLOYEE COMMITMENT

Managements depend upon rewards like money as the main factor of motivation because according to Maslow's hierarchy of needs, money is a unique reward that can satisfy different needs such as physiological need for food. In McClelland's acquired needs theory, money is an important source of performance feedback for high–need achievers. Non-monetary rewards on the other hand attract persons with a high need for affiliation through verbal recognition, and high achievers through challenging jobs.

Skinner (1953) argued that, the use of rewards in the classic work performance paradigm is based primarily on the reinforcement theory which focuses on the relationship between a target behavior such as high performance and its consequences for example pay (Langton & Robbins, 2007). This study was framed from Herzberg's two factor theory and Skinner's Reinforcement.

Rewards are divided by Armstrong (2007) into two groups; these are monetary and nonmonetary rewards.

The monetary rewards include base pay, merit pay, incentives, commission, bonus and healthy allowances. Non-monetary rewards include recognition, decision making roles, promotion, flexible working hours and company uniforms. He further indicated that employees are rewarded in accordance with their contribution, skill and competence and their market worth.

The importance of money as a motivator has been consistently downplayed by most behavioral scientists like Herzberg who point out the value of challenging jobs, feedback, cohesive work teams and other non-monetary factors as stimulants to motivation.

However, money is the crucial incentive to work motivation because it is the vehicle by which employees can purchase the numerous need-satisfying things they desire. Researches reaffirm that for the vast majority of the workforce, regular pay is absolutely necessary in order to meet basic physiological and safety needs, hence, lower level employees are caught in the trap Furthermore, money also performs the function of a scorecard by which employees asses the value that the organization places on their services, hence an element of being a valuable assert in the organization results in personal motivation resulting in money having a positive impact on motivation .

Also point out that rewards can act as a goal that employees generally strive for, and as an instrument which provides valued outcomes. It is also a symbol which indicates the recipient's value to the organization and can act as a general reinforce because it is associated with value. Many organizations face problems when trying to understand the relationship that exists between rewards and motivation, however, the authors argued that for rewards to motivate an individual certain conditions must be met, that is, the type of reward must be important to an individual and should be perceived as a direct reward for performance; if it is money, the marginal amount should be perceived by the individual as being significant, therefore, for money to motivate, the marginal difference in pay increases between a high performer and an average performer or a high skilled and a low skilled should be significant (Google search).

2.9.1. MONETARY REWARD

Asim,M,(2013) indicates, for money to motivate, merit pay rises must be at least seven percent of base pay for employees to perceive them as motivating and to catch anybody's attention. Recent studies on the four methods of motivating employees indicated that money rated the second among lower-level employees. Such evidence demonstrates that money may not be the only motivator, but it is difficult to argue that it does not motivate. This therefore opens up the debate that non-financial rewards such as recognition, decision making and job security have a

role to play in the internal motivation of employees that monetary rewards cannot address. he state that, to assume that financial incentives will always motivate people to perform better is therefore as simplistic as to assume that they never motivate people to perform better. The only issue that is certain about this is that multiplicities of interdependent factors are involved in motivating employees ranging from money to non-monetary. Another stream of analyses points out that people never rate money as their main motivator, most achievements are reached for reasons other than money, and it is a factor that attracts people but does not play a big role in retaining and motivating.

They point out, salary and other hygiene factors yielded dis-satisfaction and only motivators directly influence motivation beyond the psychological neutral level. In a survey by direct financial reward played a critical role in attracting talented employees, but they have only a short term impact on the motivational levels of employees. Kohn quoted by Armstrong (2007) challenge what he calls the behaviorists dogma about money and motivation. He claims that, no controlled scientific study has found a long-term enhancement of theQuality of work as a result of any reward system.

Slater quoted by Armstrong (2007) also argued that the idea that everybody wants money is propaganda circulated by wealth addicts to make they feel better about their addiction. Further argued that, a closer look on how employees are motivated indicates that it becomes disturbingly clear that the more you use rewards to motivate, the more employees tend to lose interest in whatever they had to do to get the rewards. The more reinforcing the reward is, the more it erodes intrinsic interest.

Asim (2013) therefore suggested that, various devices can be used to get employees to do something, but that is a far cry from making people want to do something in this regard, non-

monetary rewards apply. Theorists therefore point out the value of challenging jobs, feedback, cohesive work teams and other non-monetary factors as stimulants to motivation which should never be left out when addressing the subject of motivation in the workplace.

As quoted by Armstrong (2007) also contends that employees do work for money but they work even more for meaning in their lives. Where there is no meaning of work, there is greater loss of loyalty and commitment and pay should therefore not substitute for a working environment high on trust, fun, and meaningful work. The above simply mean, money should be used in conjunction with other motivating factors in order to win the attention of employees.

2.9.2. NON-MONETARY REWARED

Employees can also be motivated by material but non- cash incentives which include the following:

Equipment, medical core additional insurance, guaranteed child core, extra holydays, social events, education subsidiaries.

Some the employees are significantly motivated by the equipment offered by the employer to perform duties. Company car, laptop or even mobile phone positively affect the employee's approach to work. In order to maintain the motivation process equipment replacement is necessary over time.

Work conditions, more specifically the building in which the work is carried out, along with the office and its equipment are also motivating and can give a sense of prestige. More often the employers consider medical care and additional employee insurances as motivation tools. These benefits provide comfort to employees on the occasion of using healthcare services.

The ability to use medical care without queuing which is frequent in the public healthcare is appreciated by everyone who has ever had to use such care.

In a situation where the work is performed as expected, that is according to the accepted standards and norms, the employees do not receive work feedback. The kind of approach is inappropriate because everyone likes to be praised, and feel appreciated or recognized. By providing positive work feedback decent behaviors and habits are consolidated while the employee is aware that his work has been motivated and the effort put into execution of duties has brought the desired results.

Even the best-performed tasks in which the employee came to perfection may in time prove to be tedious and uninteresting. During long term performance of the same activities with time may lead to routine and turn out as schematic. In order to prevent such situations form happening, employees' work should be diversified.

If the employee proved his value in the performance of the simple tasks, they should be assigned to more complex, thought-demanding and cognitive tasks. Thus we provide employees with sense of development, which is a very important element of motivation.

During the interviews employees who spent many years in one organization, when asked about the reasons for seeking a new employer, they responded that they have already achieved everything that was possible, with the former employer they lack new challenges, seek development and are eager to be tested in new areas.

Some employees like to have their duties clearly defined and described. Need to have accurate guidance on the implementation of the tasks entrusted to them. While sothers prefer and appreciate the freedom to shape the course of their work. They prefer to be accounted for the work effects and be free in shaping the way to achieve it. After diagnosing what is your preferred work style through organizational measures can have a positive impact on employee motivation.

The employees should be aware of their responsibilities and to what extent. A sense of urgency and empowerment itself, positively affect the course of its implementation.

CHAPTER THREE

3. RESEARCH GMETHODOLOY

3.1. INTRODUCTION

This study was tried to explore the impact of motivation on employees' commitment in case of commercial bank of Ethiopia in Gubre branch. Thus case study was employee in the investigation process to accomplish the intended objectives. Under this, the research design, source of data, data collection method, target population and sampling techniques were presented.

3.2. RESEACH DESIGN

The researcher uses descriptive research design. Because descriptive research design refers to the type of research design and data analysis. Therefore, it is suitable to describe and analyzed is explore the impact of motivation on employees' commitment in case of commercial bank of Ethiopia in Gubre branch of.

3.3. RESEARCH APPROCH

This research were the mixed approach that comprises both the quantitative and qualitative approach to research works. The quantitative approach is deployed in terms of quantifying primary data, in the form of descriptive analysis of tabulations. The qualitative approach is deployed to interpret and analyzed data attempting to uncover the deeper meaning and significance of respondents' reflection.

3.4. TARGET POPULATION

The target populations of the study would be the total employees working in commercial bank of Ethiopia in Gubre branch. There are 20 target population of this study are 20 in the organization.

3.5. RESEARCH TIME HORIZON

To answer the research questions, the researcher was use cross-sectional study designs that were commonly used in Business Research. Because it was useful in obtaining an overall picture as it stands at the time of the study.

Since it involves only one contact with the study population, it was comparable cheap to undertake.

3.6. SAMPLING TECHNIQUE

This study applied a censuses method because the employees are below one hundred (100) and data is gathered on every members of the organization, so the researcher is use the census study method.

3.7. DATA COLLECTION TECHNIQUE

The researchers collected the data from primary and secondary sources. The primary source data are collect through questionnaires from respondents in both open ended and close ended questionnaires. The secondary data are collected from different documents, like book and the organization manual.

3.8. SOURCE OF DATA

The sources of data are both primary and secondary source.

The primary source is collected through questionnaires from respondent whereas; the secondary source of data is collected from different written documents and organization manual.

The researchers more focused on the primary and secondary source of data that is through questionnaires like, (open ended and close ended questionnaires).

3.9. DATA ANALYSIS AND INTRPRITATION

The researcher is process and analyzed the data after collected the data from the respondents.

The researcher analyzed and interprets the data by using statistical tools like, frequency, table, and percentage. The analysis and interpretation of the data are accomplished by using descriptive technique. The total respondents in this study are 20 and the researcher are distributed for all 20 employees of commercial banks of Ethiopia in Gubre branch, and then it is collected and interpret based on the respondents answer.

3.10. ETHICALCONSIDERATIONS

Based on sensitivity of issues understudy, the researcher keeps confidential both key information and the study population information.

In addition, works take from other authors are clearly acknowledge in every part of the study.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4 .1 INTRODUCTION

These deal with the major finding of the study .it covers analysis and interpretation of data collected from primary sources. a total of 20 questionnaires were distributed to commercial bank of Ethiopia in gubre branch employees do the research representation 20 questionnaires are prepared and distributed to the respondent .out of 20 questionnaires distributed 16(80%)of questionnaires are returned back, the remaining 4(20%) of questionnaires are uncollected.

Table 4.1 sex

No	Item	Respondent frequency	Percentage (%)
1	Sex		
	Male	16	100%
	Female	-	-
	Total	16	100%

Source own survey 2019

The above table indicated that 16(100%) of the respondent are said that male. The commercial bank of Ethiopia in gubre branch there is no female employee. This study syndicates the female participation or work on the bank low because of education level and score of grade became low /small /than compare to male education and score.

Table 4.2 Age

No	Item	Respondent frequency	Percentage (%)
2	Age		
	23-35	13	81%
	36-40	2	12.5%
	41-50	1	6%
	Above51	-	-
	Total	16	100%

Source (own survey 2019)

The above table indicated 13(81%) of the respondent are said that 23-35, 2(12.5%) of the respondent are said that 36-40, 1(6%) of the respondent are said that 41-50.These implies that the majority of employees are youth.

Table 4.3 Education status

No	Item	Respondent frequency	Percentage (%)
3	Educational status		
	Diploma	1	6%
	Degree	14	87.5%
	Master	1	6%
	PHD	-	-
	Total	16	100%

Source (own survey 2019)

The above table indicated 14(87.5%) of the respondent are said that degree, 1, 1, (6%) of the respondent are said that diploma and degree. In general it indicates that majority of the employees are degree education level and this result work on bank mostly include employee education level degree and above degree.

Table 4.4 Martial status

No	Item	Respondent frequency	Percentage (%)
4	Marital status		
	Single	12	75%
	Marriage	4	25%
	Divorce	-	-
	Total	16	100%

Source (own survey 2019)

The above table indicated that 12(75%) of the respondent are said that single, 4(25%) of the respondent are said that marriage. Therefore, most of respondents from a given population are single.

Table 4.5 monthly salaries

No	Item	Respondent frequency	Percentage (%)
5	Monthly salary		
	Above 3000	2	12.5%
	3001-5250	5	31%
	5251-7800	2	12.5%
	7801-10900	6	37.5%
	Above 10900	1	6%
	Total	16	100

Source (own survey 2019)

The above table indicated that 6(37.5%) of the respondent are said that 7801-10900, 5(31%) of the respondent are said that 3001-5250, 2, 2, (12.5 %) of the respondent are said that above 3000 and 5252-7800, 1(6%) of the respondent are said that above 10900.This implies that the majority of the employee have a salary of 7801-10900.

Part II Research related questions

Table 4.6 Dose the employee commitment affect the organization

No	Item	Respondent frequency	Percentage %
6	Dose the employee commitment affect the organization		
	Yes	11	68.7%
	No	5	31%
	Total	16	100%

Source (own survey 2019)

The above table show that 11(68.7%) of the respondent are said that yes and 5(31%) of the respondent are said that no. the reason of said yes respondent are employee commitment affect the organization both positively and negatively. For example, affective commitment organization negatively while, continuous and normative commitment positively. The other reasons are if every employee work in commitment the specific schedule of payment and the amount of payment is well known.

Table 4.7 what types of motivation could incentive for employee's commitment

No	Item	Respondent frequency	Percentage %
7	What types of motivation could incentive for employees commitment		
	Salary	2	12.5%
	Opportunity for training	4	25%
	Personal growth development	7	43.75%
	Give fringe benefit	3	18.7%
	Total	16	100%

Source(own survey 2019)

The above table are show 7(43.75%) of the respondent are said that personal growth development, 4(25%) of the respondent are said that opportunity for training, 3(18.7%) of the respondent are said that give fringe benefit, and 2(12.5%) of the respondent are said that salary. This result the majority respondent of motivation incentive use for personal growth development

Table 4.8 what kind of method dose the company use to motivate employees

No	Item	Respondent frequency	Percentage %

8	What kinds of method dose the company use to motivate employee		
	Money	1	6%
	Promotion	5	31%
	Recognition	1	6%
	Benefit	9	56%
	Total	16	100%

Source (own survey 2019)

The above table indicated that 9(56%) of the respondent are said that benefit, 5(31%) of the respondent are said that promotion, 1,1(6%) of the respondent are said that money and recognition. This implies that benefit is the most adaptive motivational method practiced in the organization.

Table 4.9 IS there any motivational practice in your organization

No	Item	Respondent frequency	Percentage
9	IS there any motivational practice in your organization		
	Yes	16	100%
	No	-	-
	Total	16	100%

Source(own survey 2019)

The above table indicated 16(100%) of the respondent are said that yes. It is evident from the above information that motivation is practiced in the organization.

Table 4.10 If you side for the above question which type of motivation

No	Item	Respondent frequency	Percentage %
10	If you side for the above question which type of motivation		
	Financial	13	81%
	Nonfinancial	3	18.7%
	Total	16	100%

Source(own survey 2019)

The above table indicated that 13(81%) of the respondent are said that financial ,3(18.7%) of the respondent are said that non-financial. This indicates the bank mostly used financial motivation for employee.

Table 4.11 In your opinion in the organization providing you with core benefit that can enhance your motivation level and commitment

No	Item	Respondent frequency	Percentage
11	In your opinion in the organization providing you will core benefit that can enhance your motivation level and commitment		
	Yes very much	4	25
	Yes it think it is fair	8	50
	Not very much	2	12.5
	Not at all	2	12.5

	Total	16	100

Source(own survey 2019)

The above table indicated that 8(50%) of the respondent are said that yes it thinks it is fair ,4(25%) of the respondent are said that yes very much ,2,2 (12.5 %) of the respondent are said that not very much and not at all. It could be deduce from this simple fact that the organization motivation are suitable for employees.

Table 4.12 Affective commitment

No	Item	Respondent frequency	Percentage %
12	Affective commitment		
	Strongly agree	7	43.7%
	Agree	6	37.5%
	Neutral	2	12.5%
	Disagree	-	-
	Strongly disagree	1	6%
	Total	16	100%

Source(own) survey 2019

The above table indicated that 7(43.7%) of the respondent said that strongly agree ,6(37.5%) of the respondent are said that agree ,2(12.5%) of the respondent are said that neutral .1(6%) of the respondent are said that strongly disagree. Form the study majority of respondents support to strongly agree for affective commitment occurred on bank.

Table 4.13 continuance commitment

No	Item	Respondent frequency	Percentage
13	continuance commitment		

	Strongly agree	7	43.7
	Agree	4	25
	Neutral	5	31.2
	Disagree	-	-
	Strongly disagree	-	-
	Total	16	100

Source(own) survey 2019

The above table indicated that, 7 (43.7%) of the respondent are said that stronglyagree, 4(25%) of the respondent are sad that Agree, 5(31.2%) ofthe respondent are side that neutral. This study indicates the majority respondent support to the use of continuous commitment to the bank.

Table 4.14 Normative commitment

No	Item	Respondent frequency	Percentage %
14	Normative commitment		
	Strongly agree	3	18.7%
	Agree	8	50%
	Neutral	4	25%
	Disagree	1	6%
	Strongly disagree	-	-
	Total	16	100%

Source (own survey, 2019)

The Above table indicated that 8(50%) of the respondent are said that Agree ,4(25%) of the respondent are said that Neutral ,3(18.7%) of the respondent are said that Strongly agree ,1(6%) of the respondent are said that Disagree. From this study the majority respondents either strong ly agree or agree to normative commitment of the bank.

Table 4.15 Intrinsic motivation

No	Item	Respondent frequency	Percentage%
15	Intrinsic motivation		
	Strongly agree	5	31%
	Agree	6	37.5%
	Neutral	5	31%
	Disagree		
	Strongly disagree	-	-
	Total	16	100%

The above table indicated that, 5(31%) of the respondent are said strongly agree, 6(37.5%) of the respondent are side that agree and 5 (31%) of the respondent are said neutral. This result the respondents the majority are agree to support the use of intrinsic motivation on the bank.

NO	Item	Respondent frequency	Percentage %
16	Extrinsic motivation		
	Strongly agree	2	12.5%
	Agree	7	43.7%

	Neutral	4	25%
	Disagree	3	18.7%
	Strongly disagree	-	-
	Total	16	100%

Source(own survey 2019)

The above table indicate 7(43.7%) of the respondent are said that agree ,4(25%) of the respondent are said that Neutral ,3(18.7%) of the respondent are disagree,3(18.7%) and 2(12.5%) of the respondent are said strongly agree. This implies the majority respondent support to extrinsic motivation of bank.

Results of Open-Ended Questionnaire

What are the monetary factors of motivation to commit the employees of commercial bank of Ethiopia in gubre branch? Among the factors of motivation to commit the employees are financial factor to commitment, extrinsic and intrinsic factor, increase corruption of employee.

How motivation and employees commitment could affect the employee of the bank? The organization give any advancement and salary increment affects the employee commitment and motivation (career of employee) affect the employee commitment, the employee to working strongly , also motivation and employee commitment affect level of efficiency of employees and achievement of organizational goal.

What theories of motivation could be applicable in commercial bank of Ethiopia in gubre branch? Herb Berge motivational theory, this theory proposed that an individual relation to work is basic and that one's attitude towards work can very well determine success or frailer. And Maslow hierarchy theory is applied, Abraham Maslow proposed that there are five level of human needs. Those are physiological need, safety need, social need, esteem need and self actualization. So this bank is applied those theories.

What is the effect/impact of monitory factor? Increase the motivation of employees in any matter, increase employee working condition and decrease absenteeism.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1 SUMMERY

Presentation and discussion in the processing chapter have provided the researcher on the impact of motivation on employee's commitment. The researcher concludes as follows: -

Most of the employees (100%) in the organizations are males. These show that the sex distribution is not proportional in the organization.

As it has shown in the foregone analysis above, most of the employees or (95%) of the respondent in the organization are first degrees.

To motivate employees most of the time the organization uses financial motivational approach.

According to data collected, it is certain to conclude that motivation has positive impact on employee's commitment and loyalty. These mean that highly motivated employee by organizations motivational mechanism are highly committed and loyal.

The majority of employees have a good attitude towards the existing motivational mechanism of the organization and they are happy to stay in the organization.

Providing employee's motivation can increase their degree of commitment and continuous motivational mechanism apply can keep the employee to make sure that the company is concern about it is employee every time and motivational mechanisms of the need to meet with employee needs. Organization can provide employee with core benefits of motivational mechanism in the organization being copes up with employees need and expectation.

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5.2 CONCLUSION

Based on the above analysis the researcher arrived at the following conclusion

Based on the analysis commercial bank of Ethiopia goober branch basically focus on financial motivation, less attention to non-financial motivations like promotion, recognition and job rotation.

Organization gives different core benefits to its employee to motivate them, but the problem is that for most core benefits the period is not regular.

Based on the analysis the organization has drawbacks on its motivational from those drawbacks, motivational are not considering the whole employees; organization takes information only from higher level employee, motivational mechanisms are not based on individual performance and year of service (commitment).

Based on the analysis majority of respondents support to strongly agree of affective commitment occurred on bank, the employee good behavior on the work support to the use of normative commitment to the bank. The employee commit based on cost the respondent strongly agrees to continues commitment of the bank.

The employee to get development recognition and personal growth satisfied work on jobs agree to support the use of intrinsic motivation on the bank. The employee motivate increasing salary, job security and get training to support extrinsic motivation employee work in the bank.

5.3 RECOMENDATION

Based on the above conclusion the following recommendations are forwarded:

Due to the fact that highly motivated employees are committed to their organization at great extent, accordingly it is better that organization give the chance of promotion and recognition (non-financial motivation) in order to make its employee loyal.

In addition to regular motivation mechanism the organization advisable to, provides a core benefit at a regular period (quarterly or monthly) to employees to enhance their motivation level and make them committed.

Non-financial motivation like Promotion has more power than financial motivation such as it is better to organization to practice non-financial of motivation especially promotion.

To motivate the employee the organization uses their own method, but it is advised to collected information from its employee and Competitors Company about how to motivate and better to analyzed employees need and expectation.

Strongly agree is positively affected motivation of employs commitment, this indicant that strongly agree to support the motivation of employ commitment on bank.

Good behavior employee was affect motivation of employ commitment on the bank positively, this indicate that good behavior employee to increase the motivation of employee commitment on the bank.

The majority of the respondents to support continues commitment based on cost, it indicate that continues commitment to increase the performance or motivation of employee commitment on the bank.

The employee to get development recognition and personal growth is to expand the motivation of employee commitment on the bank. It show that by intrinsic motivation employee to get development recognition and personal growth employees to work effectively and efficiently on the bank it leads to improve the motivation of employee commitment on the bank.

The majority of respondents to support extrinsic motivation, so, that extrinsic motivation to increase salary of employee, job security and to get training, this lead to improve the motivation of employee commitment on the bank

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Google search

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APPENDAX

WOLKITIE UNIVERSTY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

This questionnaire is designed to collect data on the impact of motivation on employees commitment in case of commercial bank of Ethiopia in gubre branch for partial fulfilment of BA degree in management. Dear respondent, the purpose of this questionnaire is to collect data. Responding to this questionnaire will not create any harm. Therefore, you are kindly requested to respond confidentially while you are asked.

GENERAL DIRECTION

* No need of writing your name.

* Put"✓ marks for close ended questions.

* Please give brief description for open ended questions

Personal information

1. Sex: Male ☐ Female ☐
2. A: 23-35 ☐ 36-40 ☐ 41-50 ☐ Above 51 ☐
3. Educational statues: Diploma ☐ Degree ☐ Master ☐ PHD ☐
4. Marital status: Single ☐ Marriage ☐ divorce ☐
5. Monthly salary: Above 3000 ☐ 3001-5250 ☐ 5251-7800 ☐ 7801-10900 ☐ Above 10900 ☐

General information

1 , What are the monetary factors of motivation to commit the employees of commercial bank of Ethiopia in gubre branch?

……

……..

2, Dose the employee commitment affect the organization?

Yes ☐ NO ☐

3, If your answer side yes in question number 3 how the employee commitment that affect the organization?

……
……
……..

4, How motivation and employee's commitment could affect the employee of the bank?

……
……

5,What types of motivation could incentive for employee's commitment?

Salary ☐ Opportunity for training ☐
Personal growth development ☐ Give fringe benefit ☐

6, What theories of motivation could be applicable in commercial bank of Ethiopia in gubre branch?

……
……

7, What kind of method dose the company use to motivate employees?

Money ☐ promotion ☐ s Recognition ☐
Benefit

8, is there any motivational practice in your organization?

yes no ☐☐

9, if you side yes for the above question which type of motivation?

financial☐non-financial☐

10, in your opinion in the organization providing you will core benefit that can enhance your motivation level and commitment?

Yesvery mach☐ yes Ithink it is fair not very much ☐ not at all ☐

11,What are the effects/ impacts of monetary factor?

……

Liker scale

5= (Strongly agree) 4= (Agree) 3= (Neutral) 2= (Disagree) 1= (Strongly dis agree)

Description	5	4	3	2	1
Affective commitment					
Continuance commitment					
Normative commitment					
Intrinsic motivation					
Extrinsic motivation					