

EFFECTS OF MOTIVATION ON EMPLOYEE ORGANIZATIONAL IN CASE OF WOLKITE UNIVERSITY



COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

A Thesis Submitted to the Department of Management, Wolkite
University for the Partial fulfillment of the Requirement of the Award of
Bsc. Degree in Management

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APRIL 2025
WOLKITE, ETHIOPIA

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ACKNOWLEDGEMENT

First of all, I would like to express my deepest and warmest gratitude to the God, who help me from the beginning to the end of this thesis. Secondly, I am also greatly interested to express my hearted thanks to my advisor Samuel G; for his great assisting, contribution, useful suggestion and constructive criticism on this excellence advising and limitless effort in encouraging me in my work, correcting and giving comments by devoting a deal of his time from the beginning of the proposal to finish it.

Also, I would like to express my hearted thanks to my family for his psychological, moral, and financial supports during my stay at Wolkite University. Lastly, I would like to express my heartfelt and appreciation to my friends for their invaluable help when I do the thesis.

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ABSTRACT

The main purpose of the study would be to investigate the Effects of motivation on employee organizational in case of Wolkite university. In addition to that, it determined the extrinsic and intrinsic factors, that affects motivation on employee organizational in case of Wolkite University. In order to achieve this objective, Census will be use. To achieve the objectives of the study data will be collected from primary sources through questionnaires. Primary sources of data will employee of Wolkite University. Researchers develop questionnaire to collect primary data regarding to the role of motivation on employee organizational. The study would be conducted by collected data from 72 respondents by using questionnaire and the data would be organized by using descriptive method. Respondents subjected to the study are employee in case of Wolkite university.

CHAPTER ONE

INTRODUCTION

1.1. BACKGROUND OF THE STUDY

Motivation is a process that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal. In an organizational context, motivation is the willingness to exert a high level of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need. According to (Paais, 2020), intrinsic factors (motivational factors) and extrinsic factors (hygiene factors) are thought to be very influential on job satisfaction. Apart from satisfaction, commitment, and organizational culture also influence employee performance. Since both factors are a system of values, perceptions and behaviors adopted by individual employees are interpreted and reflected in activities to achieve organizational goals regarding their position as structural and functional officials. Commitment can be understood as an abstract concept that explains consistencies involving attitudes, beliefs and behavior (Paais, 2020) and 'involves behavioral choices and implies a rejection of feasible alternative course of action' Griffin (2016).

According to a study by (Allen & Meyer, 2022), organizational commitment plays a significant role in determining whether employees remain with an organization or seek alternative employment. The study suggests that intrinsic motivation, which stems from an individual's personal interest or enjoyment in their work, has a positive influence on organizational commitment. When employees experience personal satisfaction, enjoyment and fulfillment in their work, they are more likely to be committed to the organization. Intrinsic motivators such as autonomy, task significance, opportunities for growth and development, self-determination, self-esteem, a pleasant work environment, mutual respect and low stress are particularly desirable. The study also indicates that intrinsically motivated employees are more inclined to share their knowledge, which can lead to the creation of a positive work environment and expedite the learning process within the organization, ultimately contributing to maintaining competitive advantage.

Extrinsic motivation is when a person is motivated to do something based on external factors. It is considered as the set of monetary rewards, direct and indirect that individual receives in exchange for their job. The variable of extrinsic motivation, such as salary, benefit, promotion,

and recognition, punishment, compensation, and fringe benefit can influence employee's commitment to some extent they are often seen as external rewards that may not sustain long term commitment. However, it's important to note that a fair and equitable reward system is still crucial for overall employee satisfaction and motivation.

Several studies have explored the interaction between intrinsic and extrinsic motivation. Related study on the interaction between intrinsic and extrinsic motivation is the Self-Determination Theory (SDT) developed by Deci and Ryan, (2021). This theory posits that individuals have three basic psychological needs, autonomy, competence, and relatedness - that drive their motivation and behavior. Intrinsic motivation arises when these needs are satisfied, while extrinsic motivation comes from external rewards or punishments. Research based on SDT has shown that intrinsic and extrinsic motivation can interact in complex ways. For example, extrinsic rewards can sometimes undermine intrinsic motivation if they are perceived as controlling or manipulative. On the other hand, extrinsic rewards can also enhance intrinsic motivation if they support feelings of competence and autonomy. The other one is Goal-Setting Theory which suggests that setting specific, challenging goals can enhance motivation and performance. By aligning intrinsic goals with extrinsic goals and providing feedback on goal progress, individuals can experience a sense of accomplishment and motivation to pursue their objectives. Another Cognitive evaluation theory posits that the social context and feedback can influence intrinsic motivation. Factors such as autonomy support, positive feedback, and meaningful rationale for tasks can enhance intrinsic motivation, while controlling environments or negative feedback can diminish intrinsic motivation. These studies suggests that the combination of both types of motivation may have a stronger impact on organizational commitment. When individuals perceive a good fit between their personal values, interests, and organizational goals, and when they receive appropriate external rewards, their commitment is likely to increase.

Overall, the relationship between intrinsic and extrinsic factors of motivation and organizational commitment is complex and multifaceted. Different individuals may be motivated by different factors, and specific organizational context can also influence the strength of this relationships.

The researchers observed that the employees are not motivated to perform their task and sometimes they do not properly serve the customers. For instance the librarians who work in the

university have a problem of accepting students' book requirements. In the registrar's office also the employees delay the process of registration, which can be done easily and in a short period.

1.2 STATEMENT OF PROBLEM

Despite, the recognized importance of motivation and organizational commitment in driving employee performance and retention, there is a need to understand how intrinsic and extrinsic factors of motivation influence an individual's levels of commitment at Wolkite University. research has shown that the quality of performance can differ depending on whether an employee is intrinsically or extrinsically motivated, highlighting the importance of distinguishing between work motivation and how intrinsic and extrinsic motivation factors impact employee commitment. While studies have examined motivation and commitment in various organization settings, limited research will be conducted specifically within the university environment. Therefore, there is a gap in knowledge regarding the factors that significantly influence motivation and commitment among faculty of business and economics and staff members (cafeteria, librarian, and registrar office employees) at Wolkite University. This research aims to address this gap by investigating the effects of motivation on employee organizational in case of wolkite university, facilitating the development of tailored strategy and intervention to enhance employee engagement, satisfaction and long-term commitment within the university setting.

The researcher will be observe that some employees at Wolkite University do not serve the customers effectively especially; in the registrar office employees are not ready enough to serve the customers (student) and delay the process of registration without any logical reasons. In addition to this, the cafeteria and librarian employees do not look like happy and motivated in their work. As a result, there is a deficiency in employee motivation that leads to diminish their effort in performing their work.

1.3. BASIC RESEARCH QUESTIONS

- i. What kinds of extrinsic factors, that affects motivation on employee organizational in case of Wolkite University?
- ii. What kinds of intrinsic factors, that affects motivation on employee organizational in case of Wolkite University?

1.4. OBJECTIVE OF THE STUDY

1.4.1. General objective

To assess the effects of motivation toward organizational commitment at Wolkite University.

1.4.2. Specific objective

1. To examine the extrinsic factors, that affects motivation on employee organizational in case of Wolkite University.
2. To investigate the intrinsic factors, that affects motivation on employee organizational in case of Wolkite University.

1.5. SIGNIFICANCE OF THE STUDY

Understanding the impact of motivation on organizational commitment can bring several benefits to Wolkite University.

Enhance employee engagement: by understanding the factors that motivate employees and foster commitment, the university can design targeted initiatives to increase employee engagement. Motivated and committed employees are more likely to be proactive, dedicated, and enthusiastic in their work, leading to improved productivity, performance, and overall organizational effectiveness. Reduced turnover and improved retention: when employees feel motivated and committed to the university, they are more likely to stay with the organization for the long term. Understanding the diversity of motivations and commitment can help identify strategies to reduce turnover rates, increase employee retention, and minimize the costs associated with the recruitment and training of new staff. Improved job satisfaction and well-being: motivated employees who are committed to university are more likely to experience a higher level of job satisfaction. They derive a sense of fulfillment, purpose, and enjoyment from their work, leading to increased overall wellbeing.

Theoretical Advancement: The research topic contributes to the existing body of knowledge on motivation and organizational behavior. The finding can expand our understanding of the complex relationship between intrinsic and extrinsic motivation and their impact on organizational commitment. Increase students' satisfaction: when employees are motivated enough they will perform their task effectively which in return will help the students to get the right service at the right time.

1.6. SCOPE OF THE STUDY

The study would be focuses on the effects of motivation toward organizational commitment at Wolkite University. The reason why the researchers select wolkite university is that for doing a research there must be theoretical or practical gaps which is shown in the concerned area. As the researchers observe problems on some areas that they regularly used and get different services from their daily activities. In addition, the study will be mainly concern with the employees who assigned in the cafeteria, library, and registrar office.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. THE CONCEPT OF MOTIVATION

Motivation is the term used to describe the reasons behind one's actions. Motivation is one of the most important elements for understanding and regulating organizational behavior since it explains why employees behave or act in various ways. Employee is the energy that propels employees toward achieving a specific motivation; it enhances employees' enthusiasm to work, boosting the efficacy and competency of the university. Motivated employees are more ambitious, innovative, creative, and tenacious in their pursuit of their objectives, resulting in work that is more successful. When it comes to motivation, managers strive to ensure that their employees' activities align with the organization's goals, such as being on time, self-sufficient in their jobs, innovative and coming up with unique ideas, and assisting others in the organization (Paais, 2020)

The terms motivation and performance are commonly used interchangeably. Performance, according to the definition, is evaluating an employee's behavior by identifying how well or poorly they executed a task or job. These are the outcomes of motivation, which describes what employees do and how far they will go to achieve a goal (van der Kolk, 2019)

Intrinsic and extrinsic debate was started back in the 1970s, when several studies began to investigate the reality of extrinsic and intrinsic motivation. The study of Deci and Ryan, (2021) considered as one of the first studies that investigated the differences between intrinsic and extrinsic motivation and linking these both types of motivation with motivational theories. After that, Deci and Ryan, (2021) in their study tried to distinguish between intrinsic and extrinsic motivation depending on the different objectives or goals that give rise to an action. In one word, intrinsic motivation is related to doing something inherent for fun or enjoyment, but extrinsic motivation is related to doing something for economic outcome. Motivation objective can be intrinsic or extrinsic, which is considered as a major aspect to increase the level of employee's motivation. Employees have a different perception of rewards, some of them prefer to have intrinsic rewards and others prefer extrinsic rewards. According to the Fredrick Herzberg two-factor theory, couple of factors has been affect towards employees' satisfaction, and increase efficiency in their work. He found that, some of these factors increase the internal happiness

(intrinsic motivation); the others increase the external happiness (extrinsic motivation). If some factors are missing, the possibility of employee's dissatisfaction will arise. In order to prevent this result, organizations need to have a deeper understanding of the motivation aspect to reach a perfect level of employees' satisfaction.

Extrinsic and intrinsic motivation, the two basic types of motivation, have been found and researched in a variety of circumstances across time. For practical purposes, motivation is characterized in two ways: it directs the direction, intensity, and persistence of performance actions. Extrinsic motivation is influenced by factors beyond an individual's control, one of the most important distinctions between extrinsic and intrinsic motivation is this. Intrinsic motivation is driven by the individual's own internal energies. Extrinsic motivation, on the other hand, is concerned with goal-oriented elements such as the rewards and advantages of completing a task. Employee intentions for actions and behaviors are influenced by both intrinsic and extrinsic motivation. Despite the development of various theories to explain why people are motivated to undertake work-related tasks, little is known about the elements that drive intrinsic and extrinsic motivation. Intrinsic motivation, on the other hand, is often defined by an employee's pleasure and satisfaction while executing a task (Giancola,2018) Because intrinsic motivation exists in the relationship between an employee and management, some researchers have defined intrinsic motivation as management that works with the employee. Others, In contrast, define intrinsic motivation as the satisfaction an employee feels after completing a task satisfactorily. Intrinsic motivation is described as the sense of satisfaction that an employee experiences after successfully completing a task. Intrinsic rewards motivate employees who want to learn and grow as individuals while at the employee. According to altruism studies, people enjoy serving others, and intrinsic motivators are crucial in explaining human behavior. When extrinsic incentives are weak or absent, intrinsic motivation becomes the sole viable performance motivator. It has also been proposed that proactive personnel with high self-esteem and intrinsic motivation can be recruited to create an efficient workforce. In contrast to intrinsic motivation, extrinsic motivation refers to when an activity is carried out to get a distinct result. Extrinsic motivation can take numerous

forms; some reflect active employee moods, while others signal low motivation. Extrinsic motivation differs depending on autonomy; for example, an employee might perform a task out of fear of being penalized or fired. The employee can participate in a certain activity since it will

lead to future promotions, incentives, or pay hikes. Both tasks involve external instruments, but the autonomy differs; the first entails a greater duty to external control, whilst the second includes personal endorsement and the employee's choice. From the standpoint of extrinsic motivation, employee behavior is influenced by the anticipated benefits of the action they will take or the anticipation of instrumental gain or loss. Extrinsic motivation, on the other hand, is said to vary widely and can suggest external control or true self-regulation (Porter et al., 2017).

Intrinsic motivation

It is described as doing something for the sake of doing it rather than for the purpose of doing it. Intrinsic motivation Getting excited about something only for the sheer enjoyment of doing it is what is known as intrinsic motivation. Intrinsic motivation, they continued, is concerned with internal forces based on human needs. Employees receive intrinsic rewards such as job satisfaction, interesting work, job appreciation, or the satisfaction of assisting a client directly from their work; Workers that are genuinely motivated like their jobs and enjoy finding new ways to solve problems, and are more likely to spend time recognizing problems and generating inventive solutions. Managers believe that intrinsic motivation has a greater impact on employee engagement's psychological components. They found out that, as part of the whole package supplied by the company and the management, extrinsic incentive is required for employee engagement, albeit at a lower psychological level. Extrinsic motivation, according to managers, has a bigger impact on employee engagement's psychological components than intrinsic motivation (Habte, 2016)

Extrinsic motivation

Extrinsic motivation refers to doing something only for the pleasure of doing it rather than for the benefit of doing it. It is a concept that applies whenever an action is undertaken in order to attain a different goal.

More alternatives are "an employee is inner-directed, captivated or intrigued with a task and engaged in it for the task itself" or "an employee is attracted or interested by a task" To motivate staff to complete a task, universities offer monetary incentives and other concrete benefits. Extrinsic benefits are mentioned in a positive light. Management should figure out what inspires its staff and tailor motivational techniques to their needs. This would aid employers in identifying, educating, and retaining creative and productive workers. Universities should implement both extrinsic and intrinsic reward systems in order to become better products and

function more efficiently. Understanding motivation (intrinsic vs. extrinsic) has the purpose of determining which motivation influences and is linked to job engagement. When it comes to job motivation, employees consider both intrinsic and extrinsic factors. Extrinsic motivation is preferred by some over intrinsic motivation, and vice versa (Zhang, 2016) Extrinsic motivation is a sort of motivation that is obtained from external stimuli and leads to a specific outcome. The notion has been widely used to motivate employees, with the results indicating that extrinsic factors motivate people, particularly when reinforcement in the form of a reward is used. Extrinsically motivated employees will do their duties in the workplace if they feel they will be rewarded with monetary incentives, job promotions, bonuses, or a raise in wages or income. Organizations frequently utilize a free weekend vacation or a gift card as a motivator to get staff to motivate a goal. Several studies have shown extrinsic motivation to help employees be more productive at work. Employees were told that performance feedback and pay-for-performance were two aspects that had to be implemented to improve their work performance. Employee productivity was boosted by extrinsic motivation, such as compensation, wages, bonuses, and other incentives.

Organizational commitment: is defined as an individual belief in and acceptance of the organization's goals and values and his or her willingness to exert considerable effort on behalf of the organization (Porter et al., 2017). Employees' organizational commitment has serious and potential effects on organization's performance and can be an important predictor of organizational effectiveness; therefore, ignoring it is damaging to organization and may impose extra costs (Allen, 2022)

Moorhead and Griffin (2016) have considered organizational commitment as a sense of identity and individual's dependence to organization. Based on their opinion, commitment will influence on some crucial behaviors like transfer and absence, and may have numerous positive consequences. Employees who enjoy commitment, are more orderly, stay at organization for a longer period of time, and work more.

The Dimensions of Organization Commitment

The most basic theory of employee commitment is Allen and Meyer's conceptualization. They identified three dimensions of employee commitment: affective, continuance, and normative commitment (Allen & Meyer, 2022)

Affective organizational commitment

Affective organizational commitment refers to an employee's affection to, recognition with, and participation in the organization. An employee who has a strong affective organizational commitment to an organization stays with the organization because he or she needs to continue working in the organization. Members who are committed to an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization. Affective commitment involves three aspects such as the formation of an emotional attachment to an organization, identification with, and the desire to maintain organizational membership. In this context, affective commitment reflects the identification and commitment situation where the employees stay in the organization with their own will (Allen & Meyer, 2022; Meyer et al., 2021). According to Meyer and Allen (2021) affective commitment is influenced by factors such as job challenge, role clarity, and goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, Organizational Support, Autonomy, feedback, participation, and dependability.

Continuance organizational commitment

Continuance organizational commitment refers to the awareness of cost linked with the departure from the organizations. Employees with a strong continuance organizational commitment know that leaving the organization may be harmful to them fiscally due to the lack of employment option and a loss of savings. In continuance commitment, the employees consider the disadvantages of leaving the organization and avoid quitting. Those with high levels of continuance commitment stay with the organization because they need to. Thus, the employee keeps his organization membership thinking it might cost him too much to leave the organization (Allen & Meyer, 1990)

A good example of continuance commitment is when employees feel the need to stay with their organization because their salary and fringe benefits won't improve if they move to another organization. Such examples can become an issue for organizations as employees that are continuance committed may become dissatisfied and disengaged with their work and yet, are unwilling to leave the organization Meyer and Allen's(2021)

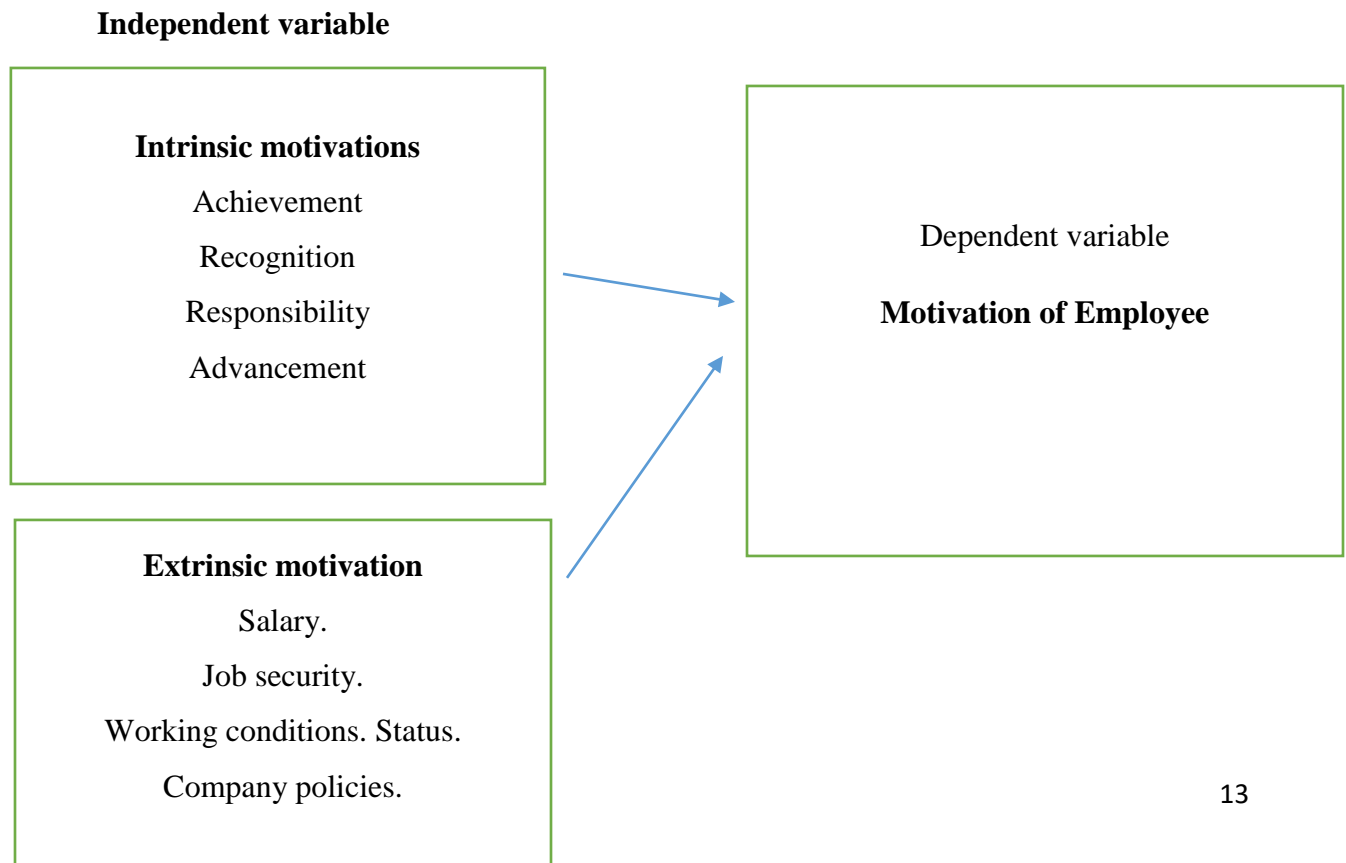
Normative Organizational commitment

Normative commitment reflects a feeling of obligation to continue employment. According to (Allen & Meyer, 2022) those with high levels of normative Commitment stay with an

organization because they feel they ought to remain. According to Saleem, R (2019), normative organizational commitment is the ethical Obligation the employee develops after the organization has spent on him or her. For instance, the organization may have invested resources in training an employee who then feels an obligation to put forth effort on the job and stay with the organization to repay the debt. It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she ought to.

Conceptual frame work Based on the overall review of related literatures and the theoretical framework, the following conceptual frame work in which this specific study governed is developed. As explained in the literature, intrinsic and extrinsic motivation has significant relationship influence on organizational Commitment. Therefore in this study Organizational Commitment will be taken as dependent variable while, intrinsic and extrinsic motivation is as independent variable. In the independent variables are Intrinsic motivations includes achievement, recognition, responsibility and advancement and Extrinsic motivation includes salary, job security, working conditions, status, company policies, quality of technical supervision and quality of interpersonal relationships among peers, supervisors, and subordinate.

The relationship of the variable for this study is proposed to as follows:



CHAPTER THREE

METHODOLOGY

This chapter deals with research design, source of data, sampling technique, target population, and data analysis.

3.1 Research Design

The researcher used Explanatory (causal) research design to identify the cause-and-effect relationship and concern about association or impact of one variable on another. Casual studies focus on an analysis of a situation or specific problem to explain the pattern of relationship between variable.

3.2 Source of Data

There are two sources of data; these are primary and secondary source. Primary data source is used to collect raw data from respondent through observation, personal interview, questionnaires, etc. Secondary source is used to collect secondary data from data that collects previously and document in the government organization, company, etc. In this study the data would be obtain from primary source.

2.3 Sampling Procedure

To accumulation the study, the researcher use sample survey techniques. The researchers use this technique in order to generalize about overall population by using simple random sample (SRS).

3.4 Target Population

The target populations of this study are employees from Wolkite University, which is, obtain from three sections of the administrative department. The total number of employees is 255(167cafeterian, 62 librarian and 26 registrar office employees).

Table 3.1 Employee profile

	Cafeterian	Librarian	Registrar employees
Male	28	23	15
Female	139	39	11
Total	167	62	26

3.5 Sample size determination

Determining sample size is a key on the overall statistical process. The researcher must find the correct balance between reliability of the result and cost obtaining those results. An appropriate sample size is one of the means of gaining high the above purposes. This formula is use at 90% confidence level and at 0.1 level of significance.

$$n = \frac{N}{1 + N(e)^2}$$

Where, N=total number of population

n=sample size

e= Margin of error

Given N=255 e = 10%

$$n = \frac{255}{1+255(0.1)^2}$$

$$n = \frac{255}{1+2.55}$$

$$n = \frac{255}{3.55}$$

n = 72

Therefore the sample size is **72**

3.6 Study Variables

❖ Dependent variable

Motivation of Employee { 1 if the respondent is motivated }
{ 0 if the respondent is not motivated }

❖ Independent variables

- Achievement
- Recognition
- Responsibility
- Advancement
- Salary.
- Job security.
- Working conditions.
- Status.
- Company policies

3.6 Method of Data Analysis

There are different statistical methods, such as descriptive statistics, inferential statistic and logistic regression. In this study will be use only descriptive statistics.

3.6.1 Descriptive Statistics

These method and techniques are used for organizing, summarizing and presenting data without making generalization beyond that data. It describes the important features of the given data .It may be computed by the measures of central tendency (mean, median, mode, etc) and measures of variation (range, variance, maximum, minimum, etc). Descriptive statistics are very important, as if we simply presented our raw data it would be hard to picture what the data was showing, especially if there was a lot of it measures of central tendency. These are ways of describing the central distribution for a group of data. The researcher can describe this central position using a number of static. Therefore descriptive statistics allow to present the data in a more meaningful way which allows simpler interpretation of the data.

CHAPTER FOUR

RESULT AND DISCUSSION

In this section, both the descriptive and empirical results of the study were presented and discussed. The descriptive analysis was presented. In this chapter analyze the assessment of the effects of motivation toward organizational commitment at Wolkite University. The data are analyzed using the SPS software and Microsoft Excel.

Table 4.1 Descriptive Statistics Output of General Background of the Respondents

Variables	Categories	Frequency (%)
Gender	male(0)	34(47.2%)
	female(1)	38(52.8%)
Marital status	Married(0)	18(25.0%)
	Unmarried (1)	31(43.1%)
	Divorced(2)	21(29.2%)
	Widowed(3)	2(2.8%)
Age	18-24 years(0)	26(36.1%)
	25-35 (1)	27(37.5%)
	36-50(2)	15(20.8%)
	Above 50 years(3)	4(5.6%)
Educational Level	Below grade 8(0)	31(43.1%)
	Completed grade 10(1)	26(36.1%)
	Diploma (2)	9(12.5%)
	Degree and Above (3)	6(8.3%)

Gender of a respondent is one of the demographic variables that were found to be related to the effects of motivation toward organizational commitment at Wolkite University. The relationships between gender and women's role in environmental protection illustrated in the above table show that, From total of 72 respondents included in the study, 34(47.2%) of them are males

included in the sample. While 38(52.8%) of them are females included in the study. This shows that males are less than female in the study.

In the above frequency table between marital status and motivation toward organizational commitment at Wolkite University 72 of respondent included in the study, 18(25.0%) respondents are married and 31(43.1%) respondents are unmarried and also 21(29.2%) respondents are divorced. While 2(2.8%) respondents are widowed. As far as the relationship between marital status and women's role in environmental protection is concerned, the percentage of was higher for married and unmarried and also divorced respondents than widowed respondents in the study area.

From the total 72 respondents 26(36.1%) whose age is 18-24 years included in the study and also 27(37.5%) of respondents whose age is 25-35 and 15(20.8%) of respondents whose age is between 36 and 50 included in the study. While the remains 4(5.6%) of respondents whose age is above 50 years in the study area. These imply that more of respondents whose age is between 18-24 and 25-35 are more related to effects of motivation toward organizational commitment at Wolkite University. Even though there is Age difference in the effects of motivation toward organizational commitment at Wolkite University, they are not much influenced by their age to effects of motivation toward organizational.

From the total 72 respondents 31(43.1%) whose educational level is below grade 8 included in the study and also 26(36.1%) of respondents whose educational level is completed grade 10 and 9(12.5%) of respondents whose educational level is diploma included in the study. While the remains 6(8.3%) of respondents whose educational level is Degree in the study area. These imply that more of respondents whose educational level is below grade 8 and completed grade 10 are more related to effects of motivation toward organizational. Even though there is educational level difference in the effects of motivation toward organizational commitment at Wolkite University, they are much influenced by their educational level to effects of motivation toward organizational.

Table 4.2 Descriptive Statistics Output Related to effects of motivation toward organizational commitment

No		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
		Freq (%)	Freq (%)	Freq (%)	Freq (%)	Freq (%)
1.	Most content of motivation on employee that is given by the public organizations is practical	14(19.4%)	18(25.0%)	12(16.7%)	13(18.1%)	15(20.8%)
2.	Motivation of employees is conducted with in organization	10(13.9%)	13(18.1%)	30(41.7%)	7(9.7%)	12(16.7%)
3.	Motivation program that is given to you by the organization is related with your job	18(25.0%)	10(13.9%)	7(9.7%)	24(33.3%)	13(18.1%)
4.	An environment is conducive to apply your motivation	14(19.4%)	20(27.8%)	15(20.8%)	11(15.3%)	12(16.7%)
5.	The methods of motivation on employee that the Wolkite University is using to enhance employees practice.	9(12.5%)	19(26.4%)	15(20.8%)	11(15.3%)	18(25.0%)

From the total 72 respondents were also asked in the survey date due to Wolkite University the content of motivation on employee that is given by the public organizations is practical 14(19.4%) respondents strongly agree the content of motivation on employee that is given by the public organizations is practical. While 18(25.0%) respondents agree the content of motivation on employee that is given by the public organizations is practical and also 12(16.7%) respondents natural the content of motivation on employee that is given by the public

organizations is practical and 13(18.1%) respondents disagree the content of motivation on employee that is given by the public organizations is practical and the remain 15(20.8%) respondents strongly disagree the content of motivation on employee that is given by the public organizations is practical. This impels that the public organizations to motivate on employee motivation on employee that is given by the public organizations is practical.

From the total 72 respondents were also asked in the survey date due to motivation of employees is conducted with in organization 10(13.9%) respondents strongly agree motivation of employees is conducted with in organization. While 13(18.1%) respondents agree motivation of employees is conducted with in organization and also 30(41.7%) respondents natural motivation of employees is conducted with in organization and 7(9.7%) respondents disagree motivation of employees is conducted with in organization and the remain 12(16.7%) respondents strongly disagree motivation of employees is conducted with in organization. This impels that there is natural motivation of employees is conducted with in organization.

From the total 72 respondents were also asked in the survey date due to Motivation program that is given to you by the organization is related with your job 18(25.0%) respondents strongly agree the Motivation program that is given to you by the organization is related with your job. While 10(13.9%) respondents agree the Motivation program that is given to you by the organization is related with your job and also 7(9.7%) respondents natural the Motivation program that is given to you by the organization is related with your job and 24(33.3%) respondents disagree the Motivation program that is given to you by the organization is related with your job and the remain 13(18.1%) respondents strongly disagree the Motivation program that is given to you by the organization is related with your job. This impels that the Motivation program that is given to you by the organization is not related with your job.

Due to an environment is conducive to apply your motivation from the total 72 respondents were also asked in the survey date 14(19.4%) respondents strongly agree the an environment is conducive to apply your motivation. While 20(27.8%) respondents agree the an environment is conducive to apply your motivation and also 15(20.8%) respondents natural the an environment is conducive to apply your motivation and 11(15.3%) respondents disagree the an environment is conducive to apply your motivation and the remain 12(16.7%) respondents strongly disagree

the an environment is conducive to apply your motivation. This impels that the an environment is conducive to apply your motivation.

Due to the methods of motivation on employee that the Wolkite University is using to enhance employees practice from the total 72 respondents were also asked in the survey date 9(12.5%) respondents strongly agree the methods of motivation on employee that the Wolkite University is using to enhance employees practice. While 19(26.4%) respondents agree the methods of motivation on employee that the Wolkite University is using to enhance employees practice and also 15(20.8%) respondents natural the methods of motivation on employee that the Wolkite University is using to enhance employees practice and 11(15.3%) respondents disagree the methods of motivation on employee that the Wolkite University is using to enhance employees practice and the remain 18(25.0%) respondents strongly disagree the methods of motivation on employee that the Wolkite University is using to enhance employees practice. This impels that the methods of motivation on employee that the Wolkite University is using to enhance employees practice.

Table 4.3 Descriptive Statistics Output Related to factors that effects of motivation toward organizational commitment

Variables	Categories	Frequency (%)
Extrinsic Factors	Salary	15(20.8%)
	Job security	16(22.2%)
	Working conditions	17(23.6%)
	Status Company policies	10(13.9%)
	Others	14(19.4%)
Intrinsic Factors	Achievement	10(13.9%)
	Recognition	18(25.0%)
	Responsibility	19(26.4%)
	Advancement	11(15.3%)
	Others	14(19.4%)

Due to extrinsic factors that affect motivation on employee organizational in case of Wolkite University from the total 72 respondents were also asked in the survey date 15(20.8%) respondents are salary is factors that affects motivation on employee organizational in case of Wolkite University. While 16(22.2%) respondents were job security is factors that affects motivation on employee organizational in case of Wolkite University and also 17(23.6%) respondents are working conditions is factors that affects motivation on employee organizational in case of Wolkite University and 10(13.9%) respondents were also status company policies is factors that affects motivation on employee organizational in case of Wolkite University and the reaming respondents 14(19.4%) were also others factors that affects motivation on employee organizational in case of Wolkite University. This show that due to the factors that affects motivation on employee organizational in case of Wolkite University are salary, job security, working conditions and others factors the factors that affects motivation on employee organizational in case of Wolkite University.

Due to intrinsic factors that affect motivation on employee organizational in case of Wolkite University from the total 72 respondents were also asked in the survey date 10(13.9%) respondents are achievement is factors that affects motivation on employee organizational in case of Wolkite University. While 18(25.0%) respondents were recognition is factors that affects motivation on employee organizational in case of Wolkite University and also 19(26.4%) respondents are responsibility is factors that affects motivation on employee organizational in case of Wolkite University and 11(15.3%) respondents were also advancement is factors that affects motivation on employee organizational in case of Wolkite University and the reaming respondents 14(19.4%) were also others factors that affects motivation on employee organizational in case of Wolkite University. This show that due to the factors that affects motivation on employee organizational in case of Wolkite University are recognition, responsibility, advancement and others factors the factors that affects motivation on employee organizational in case of Wolkite University.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The aim of the study was to the assessment of the effects of motivation toward organizational commitment at Wolkite University. Motivation is one of the challenging socio-economic problems that affect all people in the working area. The problem is so severe among the young people in countries of the world, particularly in the developing countries. Currently, addressing motivation becomes an important development and political agenda of several states. Most of our country Ethiopia was suffered from effects of motivation toward organizational. This problem is highly seen in Wolkite University. The issue of motivation is the outcome of different socio-economic and demographic cause.

The study used a descriptive statistics to examine factors that effects of motivation toward organizational commitment at Wolkite University. The results showed that out extrinsic factors and intrinsic factors are salary, job security, working conditions and others factors from extrinsic factors and recognition, responsibility, advancement and others factors from intrinsic factors are the factors the factor that affects motivation on employee organizational in case of Wolkite University. Therefor the factor that affects motivation on employee organizational in case of Wolkite University are salary, job security, working conditions, recognition, responsibility, advancement and others factors from intrinsic factors are the factors the factor that affects motivation on employee organizational in case of Wolkite University.

Motivation is a process that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal. In an organizational context, motivation is the willingness to exert a high level of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need.

Extrinsic motivation is when a person is motivated to do something based on external factors. It considered as the set of monetary rewards, direct and indirect that individual receives in exchange for their job. The variable of extrinsic motivation, such as salary, benefit, promotion, and recognition, punishment, compensation, and fringe benefit can influence employee's

commitment to some extent they are often seen as external rewards that may not sustain long term commitment. However, it's important to note that a fair and equitable reward system is still crucial for overall employee satisfaction and motivation.

Overall, the relationship between intrinsic and extrinsic factors of motivation and organizational commitment is complex and multifaceted. Different individuals may be motivated by different factors, and specific organizational context can also influence the strength of this relationships.

The researchers observed that the employees are not motivated to perform their task and sometimes they do not properly serve the customers. For instance the librarians who work in the university have a problem of accepting students' book requirements. In the registrar's office also the employees delay the process of registration, which can be done easily and in a short period.

5.2 Recommendation

The results obtained from this study are of great concern to motivators because of the negative effects of motivation on the loss of output, on the society and on the psychological wellbeing of the motivated employees and other members. Based on the findings of the study, the following points are recommended to increasing motivation of employees.

- Since, motivation of employees is one of the problems which exist in Wolkite University both governmental and other concerned bodies like Non-governmental organization are responsible to solve these problems like salary job security; working conditions are the factors of employee's motivation. So, the government and Wolkite University are responsible to reduce these problems by creating conducive environment and allow the expansion of non-governmental organization by creating conducive work environment for them.
- Based on the findings, the recommendations forwarded are that the government must strengthen the laws and policies which will enable the employment to acquire the quality of methods of motivation on employee that the Wolkite University is using to enhance employees practice..
- Regarding motivation program that is given to you by the organization is related with your job, the government or concerned bodies should make the motivation program that is related with their jobs.

- Since, motivation of employees is one of the problems which exist in Wolkite University both governmental and other concerned bodies like Non-governmental organization are responsible to solve these problems like recognition, responsibility, advancement and others factors the factors that affects motivation on employee organizational. So, the government and Wolkite University are responsible to reduce these problems by creating conducive environment and allow the expansion of non-governmental organization by creating conducive work environment for them.

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APPENDIX

RADA COLLEGE

MANAGEMENT PROGRAM

Dear respondents this questionnaire is prepared by management program students to supplement a study conducted to a partial fulfillment required to obtain a bachelor of art degree in management and also to study the effects of motivation toward organizational commitment at Wolkite University to forward possible ideas for important of employees performance and your feedback is vital for the study and will only be used for analysis of the study. Hence responding of questions will not do any harm. Therefore, you are kindly or politely requester to responded on the question.

Thank you for your cooperation in filling the questionnaire.

Direction:

- ✓ You are not supposed to write your name.
- ✓ Your response will be confidential; it will be used only for research purpose.
- ✓ Please put “X” mark for closed ended questions and write your answer on the space for open-ended questions.
- ✓ Please take time and return it soonest if possible.

Part I: General information about respondents

1. Sex

- a) Male b) Female

2. Marital Status

- A) Married B) Unmarried C) Divorced D) Widowed

3. Age Category

- A) 18 - 24 years B) 25 - 35 C) 36 - 50 D) Above 50 years

4. Educational level

- A) Below grade 8 B) completed grade 10 C) Diploma

- D) Degree and above

Part II. Question Related to effects of motivation toward organizational commitment

Please tick one box to indicate the extent to which you agree or disagree

SA=strongly agree; **A**=Agree; **N**=Neutral; **DA**=Disagree; **SDA**=Strongly Disagree

No		SA	A	N	DA	SDA
6.	Most content of motivation on employee that is given by the public organizations is practical					
7.	Motivation of employees is conducted with in organization					
8.	Motivation program that is given to you by the organization is related with your job					
9.	An environment is conducive to apply your motivation					
10	The methods of motivation on employee that the Wolkite University is using to enhance employees practice.					

11. Which extrinsic factors, that affects motivation on employee organizational in case of Wolkite University?

- A. Salary.
- B. Job security.
- C. Working conditions.
- D. Status Company policies
- E. Other

12. Which intrinsic factors, that affects motivation on employee organizational in case of Wolkite University.

- A. Achievement

B. Recognition

C. Responsibility

D. Advancement

E. Other

Part III: Open-ended question analysis

1. What are problems that faced when employees are taking motivation program? -----

2. What are the aims and objective of motivation on employee in your organization?-----

3. What is your confidence to achieve aims and objectives in your organization? -----

