RESEARCH ARTICLE

FACORS AFFECTING EMPLOYEE SATISFACTION AND WORK MOTIVATION: THE CASE OF SULULTA CITY, FINFINE LIYU ZONE

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ABSTRACT

The study was conducted in sululta city, finfine liyu zone, North shoa of Oromia regional state, Ethiopia. The purpose of this study was to investigate the impact employee satisfaction and work motivation: the case of sululta city, finfine liyu zone civil servants. The data was collected and administered by means of a structured questionnaire based on the job satisfaction questionnaire. The survey was conducted in three purposively selected office which having the maximum number of respondent by selecting 30 sample through systematic random sampling technique. Structured interview schedule and other secondary sources were used to collect primary and secondary data respectively. Key informant interviews and focus group discussions mainly helped to generate the necessary qualitative data. The collected data were analyzed by employing simple descriptive statistics (frequency and percentage). Findings indicated that the overall level of employee motivation and job satisfaction of the staff in case of sululta city, finfine liyu zone civil servant was showed that organizational factors such as satisfaction, educational level, salary, training and development, workload, work motivation, benefits and job security work significantly influenced employee satisfaction and work motivation in sululta city, finfine. Thus, it emphasizes that there is still a need to conduct additional research to filling the gaps that have not been solved in the current study. The study recommends strategies of how management can utilize achievement, recognition and work itself as a tool to keep employees motivated and satisfied in their jobs and that the concerned authorities should launch a number of policies or concerns to increase the job satisfaction level of the staff. It also recommends ways by which management can eliminate low motivation and job dissatisfaction amongst employees by improving management skills, knowledge and competencies of managers, building relations between managers and subordinates and also improving the quality of internal communication with employees especially on policy and administrative matters. The biggest improvement is needed in the field of the financial rewards, because most of the employees are not showing high satisfaction with it. The conclusions made regarding the research are only valid for sululta and cannot be generalized for other organizations.

INTRODUCTION

In the beginning of the twentieth century people where seen as something that need tight controlling and supervising. Employee needs were secondary to the needs of the industrial system. Within hundred years the amount of people management has grown towards the situation where the recognition of employee needs is more and more important. This promotion of employment opportunities for an ageing workforce requires rethinking at company, national and EU level.

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In particular, it means introducing policies that maintain and promote the health of all employees, develop and update the skills of workers through training, and provide suitable working conditions, including measures to reconcile work with family and care responsibilities (The European Foundation for the Improvement of Living and Working Conditions, Eurofound 2008. Effective work force is the key to an organizational success. The most successful organizational in the world include in their mission statements the welfare, recognition and development of its employees. In return, these companies expect to obtain better work performance and loyalty from its workers. The satisfaction they give to their employees equate to better working attitude, output and

income, and therefore, survival (Smith, 1994) and success for the company. People management is an important aspect of organizational processes. This emanated from the recognition that the human resources of an organization and the organization itself are synonymous. A well-managed business organization normally considers the average employees as the primary source of productivity gains.

These organizations consider employees rather than capital as the core foundation of the business and contributors to firm development. To ensure the achievement of firm goals, the organization creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction. Satisfaction of human resource finds close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates. However, even with the widespread recognition of the importance of facilitating the relationship between job satisfaction and motivation in facilitating organizational commitment, there are varying perspectives on the means of doing this Pinder (1998:11). Employee motivation is the level of energy, commitment, and creativity that a company's workers apply to their jobs. In the increasingly competitive business environment of recent years, finding ways to motivate employees has become a pressing concern for many managers. In fact, a number of different theories and methods of employee motivation have emerged, ranging from monetary incentives to increased involvement and empowerment.

Employee motivation can sometimes be particularly problematic for small businesses, where the owner often has spent so many years building a company that he/she finds it difficult to delegate meaningful responsibilities to others. But entrepreneurs should be mindful of such pitfalls, for the effects of low employee motivation on small businesses can be devastating. Some of the problems associated with unmotivated workers include complacency, declining morale, and widespread discouragement. If allowed to continue, these problems can reduce productivity, earnings, and competitiveness in a small business.   In order to make employees satisfied and committed to their jobs in academic and research libraries, there is need for strong and effective motivation at the various levels, departments, and sections of the library *(*Porter, Bigley and Steers, 2009). The effectiveness of traditional motivational methods, targeted at more mature employees used by the organizations today, can be questioned.

Reviewing current literature on work motivation and personal observations of the practices used in organizations indicate that there is a clear tendency present in the field. Very strong focus is on the individual: its personality, characteristic differences and what influences this has on work behavior (Porter *et al*., 2009, Kanfer *et al*., 2008). Apart from a few authors, it seems that little attention is given to age demographical factor in relation to motivation. Furthermore, due to an aging workforce most of the research conducted in this area is focused on older employees' motivation (Kanfer & Ackerman, 2004; Kooij, de Lange, Jansen, Dikkers, 2008). The negligence of young employees as a distinctive group could lead to an assumption that young employees are not motivated correctly or at least

not optimally at their workplace. As they represent a new generation, but are met with old motivational instruments and understandings. This organizational paradox could definitely be either the issues of motivational problems of employees or the capability of organizational leaders-including the Human Resources Manager and other subordinates-to guide and direct the organization in the right track to achieve goal (Vecchio, 1998: P. 38).

Thus, this term paper endeavors to assess such issues of compensation policies, employee motivation and morale as well as the related practices undertaken in the Ethiopian Management Institute (EMI) by assessing the existing methods, process and the practices of actions taken by Management to promote employee satisfaction within the institute. To do so the study has been conducted by employing qualitative and quantitative descriptive survey method with the instruments of questionnaire, interview and document analysis, only in the Head Office of the institute. This method entails the primary and secondary data; by using this method, the study can find the right actions and. The young employees are a distinctive group of employees who are different from older, more established employees on a number of characteristics. They have different values, norms, beliefs, perceptions of the world and priorities as they are at a different stage in their lives, e.g. low likelihood of having kids, house/mortgage etc. (Freund, 2006).

Therefore, it is plausible to assume that work behaviors and attitudes as well as preferences in motivational factors are distinctive in comparison to more mature groups. As the adult intellectual and personal development unfolds across the life span, an employee's needs, wants, work and reward preferences and capabilities change (Kanfer, Chen and Prichard, 2008). The research conducted by Freund (2006) confirms that age and motivation are interrelated. More specifically, the research shows that age has an impact on persons work motivation and their priorities of various motivational factors change with employee's age. Motivation is the process of inspiring people to achieve their goals (Chaudhary and Sharma, 2012). Work motivation is a set of energetic forces that originate both within as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity, and duration (Kirstein, 2010).

Getting people to do their best at work is one of hardest challenges of managers. The importance of employees' satisfaction and motivation is being more and more important everyday in the enterprises. Nohria, Groysberg, and Lee explain that the four drivers that underline motivation are: acquire, bond, comprehend and defend. They also point out that the organizational levels of motivation are: the reward system, the culture, the job design and performance-management, and resource-allocation processes (Nohria, 2008). Motivated people make decisions to dedicate considerable effort to obtain something that they value. Researches show that indeed there is a relation between motivation and performance (Deci and Gagne, 2005). Employers are not only responsible for hiring, training and paying their employees, but also motivating them to perform

effectively. Managers take different approaches to motivating workers, but those who are successful can organize workforces to give an organization the best chance to succeed against its competitors. Employee satisfaction plays a role in motivation and, ultimately, overall productivity and bottom-line results. Motivational problems usually present themselves as others not doing what you want them to do. These could be employees, suppliers, colleagues, or your own boss. You need to ask yourself: Why is the person not motivated to take the action I want? Motivational problems require a careful diagnosis, and the following questions can help guide your analysis (Vecchio, 1998: P. 38). There is a dip in the performance level of employees, coupled with higher attrition rates. The quantity of finished projects has decreased than that of the previous financial year.

This means that achieving motivation and job satisfaction to develop organizational commitment is not simple or easy and works according to the context of individual employees in sululta city administrations. Although, there are no best practices within organization, it is up to the individual organizations to determine which human resource strategies meet its needs and objectives. To determine the manner that individual industries develop and achieve organizational commitment through job satisfaction and motivation, the study will investigate in-depth the human resource strategies of sululta city administration which is limited. Hence, in order to maximize the benefit from the performance of the employees, the employer must develop strategies to manage and improve their human resources so that they can perform their best. To create an effective strategy, the employer needs to understand that there are many factors that affect the employee's behavior within the organization. One of the key factors that have an impact on the performance of an individual in the organization is their motivation.

Assessing factors such as employee satisfaction and motivation can be difficult. One way to measure employee satisfaction is through an attitude appraisal, which is a survey that asks employees to rate various aspects of their jobs. Motivation may be part of an attitude appraisal or an employee evaluation, giving managers and colleagues opportunities to weigh in on how motivated specific individuals in a workplace are. Comparing all of these measurements over time allows managers to assess improvements or problems in satisfaction, motivation and resulting productivity. Sululta city Administration is among pioneer city in the country providing services in and around the administration city and rural Kebele Association. The reality is that the level of employee motivation and work satisfaction affects their morale, performance and overall job activities. However, anecdotal evidence shows that the performance of sululta city Administration employment was not to a satisfactory level. This research was taken up to study this important issue – employment motivation and job satisfaction of Sululta city Administration. This exercise is taken up with specific reference to Sululta city Administration.

It was envisaged that the study would unfold truth behind employee motivation and work satisfaction, shedding light on what factors motivate employees promptly; and what factors contribute to their lethargic attitude. It would help take effective measures in order to improve the employment performance and the success of their works. It would also enable organizations, non-governmental organizations, and policy makers, to appreciate and understand where and how to channel efforts to minimize dissatisfaction. Comprehending the employments motivation and work motivation in the case of Sululta city Administration was the prime focus of the study; besides getting to know the internal and external challenges that play role work satisfaction and employee motivation.

This shall help bring down the incidents of dissatisfaction and improve the administration contributing to improved work satisfaction and employ motivation. This is the research gap that this study aims at throwing light on. Guided by the above statement of problems, the study were sought to answer the following research Questions: What are the factors affecting the employ satisfaction work motivation in the study area? And what are the levels of customer satisfaction in the study area? The general objective of this study is to investigate the factors affecting employee Motivation and work satisfaction in Sululta city Administration. Therefore, a thorough investigation of the various aspects of individual employee motivation and job satisfaction, source of problems and conditions of organizational, their responsibility to motivate the employees and the factors that affect employee motivation, employee retention, and employee turnover are of great importance both for policy makers and the organization. Hence, this study was undertaken to analyses the extent to which work motivation and job satisfactions rates and assess the satisfaction level of employees are associated with different personal and socio-economic and institutional characteristics of employees in Sululta city Administration, Ethiopia.

MATERIALS AND METHODS

In this study, sululta town, FinfineLiyu Zone North Shoa, Oromia Regional State, Ethiopia was purposely selected because of understanding the problems of work motivation in the city by pilot studies conducted in the woreda. Generally, multistage sampling was used for this study since it accommodates different techniques at a time. At the first stage, from the total 8 bureau of the woreda's, only three bureaus with the highest number of employees were selected purposively to acquire the representative number of bureaus for analysis. Based on this, the selected bureaus were namely, *culture and tourism office, court office and police station office.*

Secondly, stratified sampling employed to stratify respondents in to female and male. The scenario behind stratified random sampling was to determine and come up with equal amount of sample size from the two (female and male) strata. Finally, Systematic random sampling technique was employed to select 30 sample employees out of 160 employees found in the sampled bureau. The principle of probability proportional to size (PPS) or ratio sampling used as a basis to fix the number of sample respondents selected from each bureau as well as the number of employees selected from respective bureau. Two methodologies were implemented in this research in order to

evaluate the problem better: qualitative and quantitative. The first method (qualitative) gives a general view of the sululta city office and helps to detect the problem. The second method (quantitative) evaluates in deep the problem with the objective to propose at the end some recommendations.

Qualitative Method

Interview with the manager and the employees: Knowing that identifying the problem is a difficult task, firstly, an interview was done directly to the highest management levels of the office. It means the office head (for the General Background Interview) and the Coordinators of each office (for the Core Interviews that detect the problem). The interviews in this research are based on standardized questions (structured or formal interview with a determined format) and can be complemented with free talk (unstructured interview). Structured and unstructured interviews were combined in order to obtain confidential information and analyze in detail the subject.

Quantitative Method

Questionnaire survey with the employees: The second method consists of a questionnaire survey to be done by the employees. The idea is to cross the information collected in the interviews with the polls for employees. The purpose of these polls is to discover if the lack of motivation is one of the main reasons why they are leaving the company. The questions are prepared based on the interviews done by the general manager and the coordinators of each department with the purpose of crossing information and discover whether these three levels have the same view of the problem or not. The questionnaire was circulated among 27 employees within the organization and since the survey was undertaken in person, the response rate was ensured to be 90 percent.

Data Analysis

The method of statistical analysis must be appropriate to the aims of the research and the nature of the data collected. Statistical Package for Social Sciences SPSS version 20.0 was used for the analysis. In the following sections, the key findings of the study are summarized.

RESULTS AND DISCUSSION

This chapter presents the results from the descriptive analyses. The descriptive statics such as mean, percentage, standard deviation and frequency distribution were used to analyze the impact of employ satisfaction and work motivation in the study area.

Satisfaction

As the finding indicated that 29.3 percent of the respondents are satisfied with their current work in terms of the flexibility of the work, while 12.2 percent of them are very dissatisfied. However the employees who are extremely satisfied represent only 4.9 percent. Finally, the employees who are slightly satisfied constitute 31.7 percent as the satisfied employees. In terms of satisfaction level of workloads and distribution of

responsibilities, while there are 14. 6 percent of the employees very dissatisfied, only 7.3 percent of them are extremely satisfied. Representing the smallest percentage, 4.9 percent of the employees are satisfied. The employees who are slightly satisfied and very satisfied count 31. 7 percent and 39 percent respectively. Statistically there was a significant mean difference (t=2.872) at less than 5% probability level.

Salary

The findings of the study shows that 64.44percent are the most dissatisfied with the salary where as 33.36 percents of the employees are moderately satisfied with it. Money has been pointed out as a motivational factor. It is considered as an advantage for the managers, because they can use money as a strategy since money can have a great impact on employees' performance. Some researchers have stated that motivation is the main instrument to be used. Knowing that it exists a direct correlation between salary and the results obtained (Some researchers suggest (that the employee should be motivated through a proportional salary according to the efforts done in the job. Statistically there was a significant mean difference (t=3.772) at less than 1% probability level. This result does agreement with the findings of Androniceanu (2011). However, it is inconsistent with the finding of Murphy (1981).

Training and Development

The result of the study showed that More than 50 percent of the group state that their satisfaction concerning training and development is either good or very good. 35 percent of the respondents find it fairly good, and the other 15 percent think that training and development are not so good. Result of t-test indicated that there is statistically significant difference (t-test= 84.456) at less than 10%. This result does agreement with the findings of Nesan and Holt (2011). However, it is inconsistent with the finding of Tabassi & Bakar (2008).

Workloads

The finding of the study showed that the majority of the workers (34.44%) in the sample had has completed their job on the given time whereas (63.54%) were not. Workloads refer to the intensity of the job assignments. It has commonly been the amount of work assigned or the amount of work expected to be completed by a worker in a time period. It is a source of mental stress for employees. Stress is an active states of mind in which human face opportunity and constraint. Workload can negatively affect its overall performance finally, for using the workload analysis as a methodology, it is important to set time, efforts and resources with the idea of enforcing the department's activities and achieve their objectives. Statistically there was a significant mean difference (t=2.772) at less than 5% probability level. This result does agreement with the findings of Robbins (1996).). However, it is inconsistent with the finding of Dasgupta (2013).

Educational level

The result of the study showed that 44.44 percent had a post school diploma or certificate; 18.6percent had grade 12 or matriculation; 25.9percent were degreed; 11.11percent had a

post graduate qualification while none had a qualification less than grade 12. Statistically there was a significant mean difference (t=1.772) at less than 1% probability level. This result does agreement with the findings of kumela (2012).

Leadership position

As the finding of the study indicated that, the employees have with their direct manager, the majority of the employees, 81.5 percent think that their relationship with the direct manager is good or very good. 14.8percent of respondents find the relationship fairly good and only 3.7percent thinks that the relationship is not good. Statistically there is no a significant mean difference on the leadership position. This result does agreement with the findings of Tadele (2013).

Feed back of manager

The result of the study showed that 46 percent find the amount fairly good and around 54percent think that the amount is not good. Motivation issues are worse when people feel isolated. Frequent feedback can solve that problem. Feedback during large projects should keep the motivation curve in mind, managers can keep employees focused on what they've accomplished to avoid the attention shift until the point where they're close to the goal and start to become motivated again. Statistically there is no a significant mean difference on the feedback of manager on work motivation of employees. This result does agreement with the findings of Chuadhry and sharm (2012).

Benefits of respondent

The results of the study showed that 30.33percent of the respondents are very well or well satisfied when asked about the benefits affecting the work motivation. 11.22 percent are fairly well satisfied and around 41.55 percent at not well satisfied. The employer should provide health insurance, life insurance, and pension plans for their employees. This is because it instills a sense of commitment and security on behalf of the employer and encourages staff loyalty. Result of t-test indicated that there is statistically significant difference (t-test= 84.456) at less than 1%siginificance level. This result does agreement with the findings of Eurofound (2013).

Job security

The result of the study showed that More than 58.18 percent of the employees stated that the job security at the company is very good, along with 30.11 who find it good. Only 11percent persons find the job security fairly good or not so good. "Understanding Employee Motivation" states that job security is a safety factor when it comes to employee motivation. When uncertainty exists, problems can arise. If an employee is concerned that her job is not secure, she may be unmotivated to produce a full effort. She is thinking that whether she works to the best of her ability or produces minimal effort, she may be out of a job nonetheless. Result of t-test indicated that there is statistically significant difference (t-test= 24.456) at less than 1%. This result does agreement with the findings of Bhumika. G (2011). Out of the eleven variables hypothesized

Factors affecting employee satisfaction and work motivation in the work place, four were found to be statistically significant. The maximum likelihood estimates of the logistic regression model shows that satisfaction (SAT), salary (SAL), feedback of manager (FBM) and job security (JBS) were the factors affects employ motivation in the study area. More specifically, the coefficients of salary and job security are statistically significant at less than or equal to 1 percent significance level. The variables, satisfaction and feedback of manager were statistically significant at 5% and 10% level of significance level respectively. On the other hand, the coefficients of five explanatory variables, namely, education (EDL), training and development (TAND), workload (WALD), Leadership position (LDP) and Benefit (BNT) were less powerful in explaining factors affecting employee satisfaction and work motivation. Regarding the signs of the coefficients of non-significant variables, all but leadership position have the expected signs. In what follows, the results of the model estimated are interpreted in relation to each of the statistically significant variables.

Satisfaction

The coefficient of this variable was hypothesized to influence employee satisfaction and work motivation either positively or negatively the result of this model estimates contrary to *prior* expectation that the training has a significant and positive impact on employee satisfaction and work motivation. The variable was significant at 1% probability level. The possible explanation is a good employee training is necessary for the organization, since an organization's success is dependent upon the employee's creativity, innovation and commitment (Other things being constant, the odds ratio in favor of lack of training increases by a factor of 0.185 for those borrowers who have awareness. This result of the study is complete agreement with the findings of Ramlall (2008).

Job security

The coefficient of this variable is hypothesized to employee satisfaction and work motivation either positively or negatively. If security suitable, the employ should increase their Motivation Level. The model results show that contrary to the a *priori* expectation, this variable has a significant positive impact on employee satisfaction and work motivation. The variables are significant at less than 1% probability level. This might be due to the fact that job secured have positive perception for organization tends to develop the employees to their jobs and became motivated. Other factors being kept constant, the odds ratio favoring to employee satisfaction and work motivation increase by a factor of 17.611 for employees who had positive perception on job security. This result does agreement with the findings of Jemal Y (2013).

Feedback

The coefficient of this variable is hypothesized influence employee satisfaction and work motivation either positively or negatively. Feedback, growth opportunities and promotion are considered to be powerful motivation factors for employees to satisfy their need for esteem and self

actualization (Lai, 2009). If feedback from manager is suitable, the employ should have very motivated to their work environment. The model results show that contrary to the a *priori* expectation, this variable has a significant positive impact on rural employee satisfaction and work motivation. The variables are significant at less than 1% probability level. Hence, they do not bother about the feedback and became satisfied. On the other hand, those have not positive perception towards feedback, the more dalliance employee to be motivated. Other factors being kept constant, the odds ratio employee satisfaction and work motivation. This result doe's agreement with the findings of Mohammad Kamal (2000). The coefficient of this variable is hypothesized to employee satisfaction and work motivation positively. It is one of the important requirements for the success of employee satisfaction and work motivation (Assefa, 2005).

Salary

The coefficient of this variable is hypothesized to influence employee satisfaction and work motivation either positively or negatively. If the employ salary was suitable, the employ should increase their Motivation Level. The model results show that contrary to the a *priori* expectation, this variable has a significant positive impact on employee satisfaction and work motivation. The reason behind the logic is that money has point out as a motivational factor by a large number of researchers. The variables are significant at less than 1% probability level. Other factors being kept constant, the odds ratio favoring to employee satisfaction and work motivation increase by a factor of 17.611 for employees who had positive perception on salary. This result does agreement with the findings of Jemal (2013).

Conclusion and Recommendation

To summarize the findings of the questionnaire, the employees in sululta town are very satisfied with the leadership at the workplace. They also show high work motivation. The workers of the town are not satisfied with the current salary and the fairness of the wages system compared to the tasks they do. Other aspects of the wages system at the town are fairly satisfying to the employees. The town's benefit design is done very well, since the employees show quite high satisfaction with it. Also the jobs that a sululta town offers to its employees quite satisfy their expectations except for the possibility to be promoted. At last, the work environment in sululta towns is satisfactory and the employees are quite satisfied with the working conditions.

After doing the interview for the managers and the coordinators and the poll for the employees, it was detected that the city under study is facing some problems related to lack of motivation and lack of working enthusiasm in their employees. After the analysis of the poll for the employees, the main reasons were identified: training, workloads and salary were the principal factors that affected motivation. Analyzing the results, it was seen that especially the youngest employees are having more problems with the company. It is difficult for them to balance their personal goals and their needs with their workloads. Another important factor is the training programs,

because the youngest employees are not feeling supported by the company in terms of working skills. The third factor is the salary, which somehow could not reach their expectations. After analyzing the academicals references, some recommendations are given by targeting and solving the three main factors mentioned before. Concerning the salary, the rewarding system should be changed. The new rewarding system should be based on an objective plan and timeline of each employee to determine productivity and an equal benefit. To deal with the problem of the workload, a new workload analysis system should be developed in order to achieve three objectives in: Time, Effort and Resources. This system will help the company to detect the problems of performance, to reorganize the team, to distribute the workloads and to accomplish the better results. In terms of training, the company should be more engaged with the Human Resource Department and the coordinators of every department, trying to understand more their requirements related with knowledge and to provide them effective trainings.

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