



## A STUDY ON SIMILAR WORKING CONDITIONS AND THE RELATIVE DIFFERENCES OF THE MOTIVATION FACTORS OF EMPLOYEES IN SOME SELECTED AUTOMOBILE ORGANIZATIONS IN THE CITY OF MAHARASHTRA.

Dr Sweta Banerjee

Associate Professor, College of Finance, Management and Development, Ethiopian Civil Service University, Addis Ababa, Ethiopia.



### ABSTRACT

**H**uman resource whether in industrial or business, private or public organizations are seen as one of the most important factors for the attainment of the organizational goals (Safiullah, 2015). Accordingly, making employees satisfied and getting them more interested in their jobs is of a vital importance for the fulfillment of organizational goals. According to Pakdel (2013) and R. Hosseini (2014) the best instrument to engage employees more interested in their job and to increase their performance is motivation.

**KEYWORDS:** similar working conditions, motivation factors, automobile organizations.

### INTRODUCTION

Motivation is the driving force that makes people willingly want to put in their best in what they do. William James observed that usually people operate 20-30% of their ability; with proper motivation this level can be increased to 80-90% (Pattanayak, 2009). Hence, low employee motivation at work reduces their performance, and in turn reduces the efficiency and effectiveness of the organization which ultimately leads to the reduction of organizational productivity, and further to the total failure of the organization (R. Hosseini, 2014). On the other hand, motivated employees are always looking for better ways to do a job (Goswami and Dwivedi, 2011). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs their efforts in that direction (Manzoor, n.d). Thus, motivated employees are needed for the survival of the organizations (Senyucel, 2009 K. Hossain and A. Hossain, 2012).

According to Abadi and et al. (2011) if the organization did not possess the ability to motivate its employees, the knowledge within the organization was not practically used to a maximum. Therefore, organizations must look for solutions and techniques so that it could enhance its employees' motivation. As Goswami and Dwivedi (2011) stated in order to enhance efficiency and productivity and then embark on satisfying their needs to improve their efficiency, motivating factors inside employees must be recognized; a working environment where employees enjoy what they do has to be created, they have to feel like they have a purpose and have pride in the mission of the organization.

According to Hossain K. and A. Hossain (2012), in the first place, employees are motivated by satisfying their different kind of needs. Needs depend on many factors and vary by the person, situation, organization, nature of works, risk, educational background of employees, experiences and skills, position of work etc. Manzoor (n.d) further explained that no one works for free, nor should they. Employees want to earn reasonable salary and payment, employees desire to feel autonomy, get sense of freedom, appreciation for the result they achieved, etc.

In recognition of these constraints, in the year 2001, the government designed a new policy documents to reform the civil service in order to improve the effectiveness and efficiency of the civil service in all service given institutions. The policies were directly applicable in all government administrative organizations. The rational of the reform was to alleviate the draw backs and wrong practices of the civil servants and to build an effective and efficient civil service system (Bezabih, 2009).

Recently, in 2014, the government introduced civil servant salary adjustment directive and increased the salary of civil servants as per their level and amount of salary.

All this attempts of the government is, in one way or another, to motivate employee's performance so as to improve the extent and quality of public service provision.

However, in this dynamic working environment motivating civil servants who have dynamic and tricky behavior, is not an easy task, rather it becomes the most challenging and difficult task. Motivational factors differ from person to person even if they are working at the same organization and at the same position (Joshua Remi, 2011 Riley, 2005)

**Importance in Maharashtra's Economy** The automotive cluster in the Maharashtra is one of the largest and promising clusters in the State. For example, in terms of the share in India, the cluster accounts for 50.9% in net added value, and 35.1% in output, which are higher than any other clusters in Maharashtra. The cluster also contributes to 10.4% of total employment in the State, making it one of the largest contributors in employment (the top being basic metal industry at 13.7%). It is also one of the fastest growing clusters at CAGR 3.2% during 1991-2007, following wood related cluster (6.79%) and other manufacturing (6.42%). (Maharashtra State Government, 2009)

**History and Evolution of Maharashtra Automotive Cluster** The automotive cluster in the State of Maharashtra has a relatively long history (figure 17) As the cluster is the largest of its kind in India, its evolution generally coincides with the development of the whole automotive cluster in India which was shown in the previous section. The origin of the cluster date back to as early as 1940s. Many of the major domestic automakers, such as Tata Motors, Bajaj Motors, Force Motors were established in the State (Mahindra & Mahindra was originally founded in Punjab, but later moved to the State). 1980s saw the first major leap of the cluster. In response to the deregulation (de-licensing) by the National government, joint ventures with Japanese automakers began. In Maharashtra, Swaraj Mazda was created in 1983, and this lead to growth of supporting industries in the State. The major development of the cluster came in 1990s to 2000s. Tata Motors had launched a series of popular cars which attracted waves of entries of supporting industries in the State. Rapid establishment of major foreign automakers' assembly plants within the State. This facilitated technological transfer and further development of local supporting industries.

Figure 18 shows the current cluster map. It clearly shows that all the necessary segments are present in the State. At the center of the map, there are automobile manufacturers. 21 domestic manufacturers exist in the cluster, including 2 of the 4 top manufacturers in India: Tata Motors (1st) and Mahindra & Mahindra (4th) for 4 wheel vehicle segment, and the 2nd largest manufacturer in 2 & 3 wheelers (i.e. Bajaj Auto). In addition, 9 out of the 18 international major automotive manufacturers operating in India locate in Maharashtra, indicating that Maharashtra become a favorite location to invest. Furthermore, these companies are a supported by a large number (more than 150 companies) of supporting industries from Tier I (component specialists) to tier III (commodity suppliers). The existing strong manufacturing industry in the State contributes to this favorable condition. Strength of the related industries is also noteworthy.

Therefore, in this research, the researcher tries to assess employee motivating factors in the Automobile Industry, and make a comparison so as to identify their relative difference under similar policy condition, and to find out the most motivating factors.

## PROBLEM STATEMENT

In this dynamic and competitive working environment, organizations seek a strategy to provide the required service and to cope up with the changing environment. According to Pickford (2003) the first strategy to be used is using the talents of their human resource fully, and this makes people as the most important organizational asset. However, as Betelhem (2015) quoted from Kiprop (2005), especially the public sector has

faced a problem of employee's absenteeism, lateness, laziness, low productivity, high turnover, continuous complaining of employees, low quality of work, stealing of government property, and corruption. As a result, organizations face a challenge of getting maximum performance from their employees. Thus, to effectively use their human capital, organization ought to solve the above problems.

According to Kirkpatrick (2006) one of the mechanisms to get the maximum performance from employees is motivation. Motivation is the process of inspiring people to achieve their goals (Gupta and Subramanian, 2014). To motivate employees, organizations need to deeply understand those factors that motivate employees.

Throughout time, many have attempted to develop detailed theories and studies of motivation (content and process theories of motivation). Each of those theories at some point in time has been applied and felt as to its effects on people's lives, jobs, and personal goals in life and in the work place.

However, dealing with employees is the most difficult thing organization ever encounter. Employees have a very complex behavior. Not a single person thinks, feels, understands and behaves the same. Employees come from different ethnic, cultural, national, religious and political backgrounds. These make each and every one of them unique with different set of morals, beliefs and values (Senyucel, 2009). These complexity and variety also reflected on their everyday work lives. As a result it is difficult to grasp exactly what employees need to be motivated as it varies from one employee to another and from time to time. Moreover, public sector in developing countries has limited resources. It is difficult to provide all what employees need.

Hence, identifying factors that motivate employees are continuing as being a challenging and complex process, and effective employee motivation has long been one of most difficult and important duties of an organization; it is so difficult to come up with a single, "white or black", approach, and stacking on a static system and procedure of employee motivation is not viable.

According to Rashed and Archer (1983) it is too difficult to formulate simple, linear, equation to explain the relationship between motivation and behavior among different employees within the same organizational setting. The demand of the changing nature of individuals and work requires a more sophisticated management function which focuses on the long term organizational goals and employee's needs (Senyucel, 2009).

However, lack of highly motivated and qualified employees, high turnover of skilled professionals, staff dissatisfaction due to lack of compensation, and lack of positive attitude towards public service to the desired extent are continually challenged the effective implementation of the civil service reforms in general, and service delivery reform in particular (Bezabih, 2009).

All these findings demonstrated that there is poor employee motivation mechanism in public sectors of the country.

The situation in the Automobile Industry is not different from this. As the researchers observed employees are always asking for additional salary, especially the diplomatic staff, delays in response is deep rooted; employees' sense of autonomy and their tendency to do their jobs from end-end is barred by stringent supervisions, etc.

Thus, notwithstanding with the shortage of financial resources, changing working environment, and complex human behavior, to come up with a viable strategy a research is needed on this area. Then, in this research the researcher focused on assessing factors which motivate employees and conducting a comparative study of these motivational factors to detect their relative difference under similar policy settings.

## OBJECTIVES

This research has the following specific objectives:

- 1) To assess the employees motivation practice.
- 2) To identify employees motivating factors.
- 3) To assess the relative difference of employees motivational factors under similar working conditions.
- 4) To recommend possible strategies to enhance employee motivation

## Significance of the Research

The significance of conducting this research could be seen from four dimensions: academically, economically, socially and politically.

## Theoretical and Empirical Review of Literature

Theoretical and conceptual review of literature was so vital to get insight on the subject matter understudy, and to deeply understand what was done by other studies and to be acquainted with their gap to be filled. Accordingly, this chapter reviewed the theoretical and conceptual literatures on employee motivation and come up with a conceptual framework to conduct the research. Theoretical Review of Literature

## Definition and Concepts of Motivation

The word motivation is coined from the Latin word 'movere', which means to move, influence, affect, and excite (Kreitner and Kinicki, 1991). Thus, motivation can be defined as the drive that energizes, sustains, and directs a person's behavior (Milkovich and Bouderau, 2004). Safiullah (2015) drawn from the work of Baron (1983), Pinder (2008) and L. Deckers (2010), described motivation as an accumulation of different processes which influence and direct our behavior to achieve some specific goal.

Moreover, Kondalkar (2007) defined motivation as inner burning passion caused by need, wants and desire which propels an individual to exert his physical and mental energy to achieve desired objectives. For this author motivation is the willingness of employees to exert a high level of efforts towards organizational goals, conditioned by the effort's ability to satisfy some individual needs.

Generally, motivation is, in one way or another, the degree to which a person is moved or aroused to act. It is the set of psychological processes that cause the arousal, direction, and persistence of individual's behavior toward attaining a goal (Robbins and A. Judge (2013), and Abadi and et al (2011)). As per this definition motivation involves three concepts- arouse, direction, and persistence. Arouse is the drive or energy behind our action. Example, when we are hungry, we are driven to seek food; direction is the choice of behavior made. Example, a hungry person makes different choice, eating enjera, an apple, etc., and persistence is employee willingness to continue to exert an effort until their goal is meeting. Example, for how long you search food (ibid).

## Research Design

This research was designed to assess factors that motivate employees' in Automobile Industry. The nature of the research design used is a descriptive type; this method is selected to understand the problem in depth.

Regarding to the general methodology, the researcher applied the two methods of research (qualitative and quantitative) at a time to appropriately understand the problem and gather the needed primary data.

## Qualitative Research Approach

Qualitative method was used to get a general view of the organization and detect the problem well. Firstly, an interview was done directly to the highest management levels of the organization. It means selected General Managers of Departments were interviewed. The interview in this research was free talk (unstructured interview) because unstructured interview enables the researcher to dig out the problem in detail, and to maintain flexibility with the appropriate extent.

## Quantitative Research Approach

Quantitative method evaluates in depth the problem with the objective to propose at the end some recommendations. In this regard the researcher prepared a self-administered questionnaire survey to be filled by the employees, and the questionnaire included both closed and open ended questions. The questionnaire was circulated among employees within the organization and since the survey was undertaken in person, the response rate is ensured to be 100%.

## Meta Theory

The meta theory used to design this research was both positivism and interpretive. These two philosophical foundations of research were selected to keep the objectivity of the research to the possibility as well as to incorporate some basic understanding and interpretation of the researcher to the necessity.

### Sampling Population

The sample population of the study of employees of the Automobile Industry where the research conducted is presented in the table below:

No.	Name of Organizations	No. of Employees
1	Piaggio & C. SpA	15
2	Kinetic Engineering Limited	10
3	General Motors India Private Limited	10
4	Tata Motors	17
5	Fiat India Automobiles Limited	8
6	Mahindra & Mahindra	6
7	Mercedes-Benz India	9
8	Jaguar & Land Rover	13
9	Audi India	20
11	Ashok Leyland	10
12	Volkswagen India Private Limited	8
13	Mahindra & Mahindra	4
14	Bajaj Auto	10
15	Force Motors	10
16	Hyundai construction equipments	4
Total		152

### Sampling Method

This research used both probability and non-probability sampling methods. From probability sampling methods, stratified sampling method was used. In this regard, samples were stratified in departments and drawn randomly from each department based on its proportion to the whole sample.

From non-probability sampling methods, purposive sampling method was used. Department managers were purposively selected depending on their importance to the purpose of the research, and then, interviewed.

### Sampling Size

The researcher uses the formula adopted by Cochran (1993) to determine the total sample size of the study. So, based on this mathematical formula the total numbers of samples of the study were calculated as:

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

Whereas, n= total sample size

N= the number of total population

e= level of precision

In this research the confidence level of 95% would be used to make sure of the credibility of results and margin of error is 5% (0.05) i.e. the research will tolerate errors up to 5%.

Then, total sample size =  $245 / (1 + 245(0.05)^2)$  which equals to 152

In order to make the sample more representative of the population, the researcher had used stratified sampling method.

### Sources of Data

The sources of data for this research were both primary and secondary sources.

### Primary Data Sources

The researcher uses primary data sources to gather afresh data which were directly related to the problem under study, and which help to the research to keep the 95% precision of the research. These primary data were collected from self-administered questionnaire which were filled by randomly selected 152 employees of the organization, and interviews which were conducted with 10 department heads that were selected purposively.

### Secondary Data Sources

The secondary sources of data helped the researcher to clearly understand the research problem under study. These data sources used to trace the theoretical views, definitions and concepts of the subject under study. It further used for critically review the works of other previous researchers; what researchers said about? What they left? So what could be the gap of previous studies? How to conceptualized and related their views with the subject matter under study and how to use their findings as a foundation for the study? These secondary data were collected from published books, online journal articles, conference proceedings, and online books and previous researches.

The focus of this part of the presentation is analysis, and interpretation of primary data collected through questionnaire and interview, and even supporting secondary data. the first part of the analysis is on the socio-economic and demographic profile of respondents, and the second part deals on the specific data responded by the research respondents.

**Table 1 Distribution and Return Rate of the Questionnaire**

Respondents	Distributed	Response Rate		Remark
	Quantity	Quantity	Percent	
Employees	152	152	100	There were minor errors on 15 questionnaires

Source, Field Survey (2016)

Table 1 illustrated that the researcher distributed 152 questionnaires to employees who were working in different departments of the Automobile Industry, Maharashtra, India. All of the distributed 152 questionnaires were returned or collected back; however, as it was clearly remarked on table one, the researcher found minor errors from 15 questionnaires on few questions during responding, especially the error was highly prevailed on open-ended questions. As the researcher observed, most of the open-ended questions form 15 questionnaires were not responded with the expected standard. However, the researcher distributed 15 additional questionnaires and tried to mitigate the problem.

### Demographic Profile of Respondents

The researcher collected data on sex, age, education qualification, work experience, monthly salary, and respondents general awareness of motivation, and these data were presented below in the form of graphs, and table.

**Fig 2 Sex, Age, and Education Qualification of Respondents**

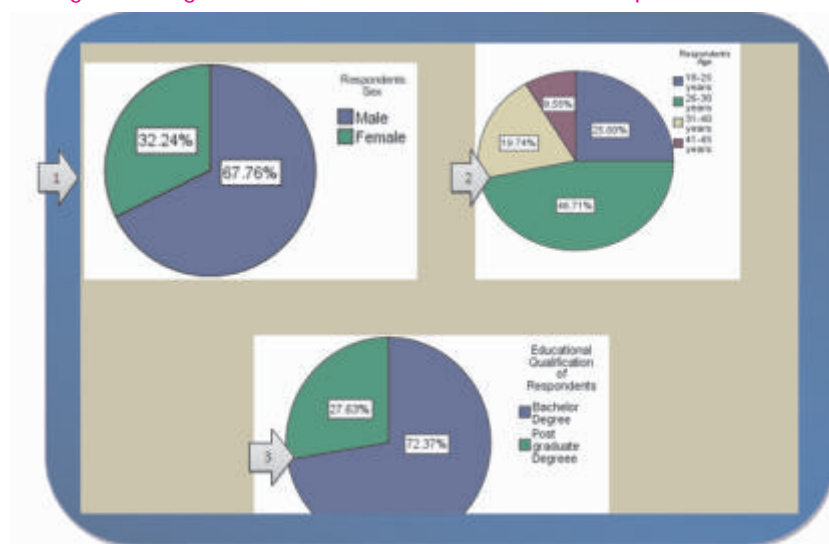


Figure 2 illustrated the respondents' sex, age, and education qualification. As it was clearly depicted on the above figure (denoted by Pie chart-1), 67.76% of respondents were male, and the rest 32.24% respondents were female. This indicated that the majority respondents of the research were male.

On the other hand, Pie chart-2 showed the age of respondents, the age of the majority respondents (46.71 % of them) were in the range of 26-30 years. 25 % of respondents were found in the age range 18-25 years, 19.74 % of respondents in the range 31-40 years, and the rest 8.55 % of respondents' age was in the range of 41-45 years. There was no respondent whose age was above 45 years.

The third Pie chart (denoted by Pie chart-3), represented the education qualification of respondents. As displayed on the pie chart, out of 152 respondents 72.37% of them were a bachelor degree holder which ascertained that majority of employees of the organizations were bachelor degree holder, and the rest 27.63% of respondents were post graduate degree holder.

There were 49 respondents whose work experience was 1-2 years. The work experience of 28 respondents was in the range 6-10 years, and the rest 15 respondents work experience was more than 10 years. There was no respondent whose work experience was below 1 year. This signified that respondents of the research were well aware of their organization employee motivation practice.

The monthly salary of the majority (97) of respondents was fallen in the range Rs. 20,000 to Rs. 30,000 per month, and there were 18 whose range was 30,001-40,000 14 respondents whose range was 40,001-50,000, 23 respondents whose salary was below 20,000/- per month.

### EMPLOYEES MOTIVATION PRACTICE IN THE ORGANIZATIONS

The first objective of the research was assessing of the organization employee motivation practice; as a result, the researcher tried to collected, analyzed, and interpreted the data and assessed the organization employee motivation practice.

Table 2 Employees Awareness of Employee Motivation

Do you have awareness on employee motivation practice in the organization?		Frequency	Percent	Cumulative Percent
Valid	Yes	152	100.0	100.0

To maintain the accuracy of responses to the maximum, respondents of the research were asked about their understanding of employee motivation practice and as presented on table 2, all of the respondents were aware of the employee motivation practice in the organization, and this assured that the respondents could responded the questionnaire accurately which was in turn a focal point for the credibility of their response in the final conclusion of the researcher.

Table 3 Employee Motivation Mechanism Practiced

What type of employee motivation mechanism practiced in the organization?		Frequency	Percent
Valid	Monetary	24	15.8
	Non-monetary	46	30.3
	Both Monetary and Non-monetary	82	53.9
	Total	152	100.0

Different organization followed different employee motivation mechanisms. Taking this fact into consideration, in this study those respondents who are aware of employee motivation practice (in this case all of the respondents) were asked to respond on what type of employee motivation mechanism practiced in their organization. As depicted on table 3, 53.9% (majority) of the respondents replied that their organization used both monetary and non-monetary mechanisms to motivate its employees; whereas, the rest 30.3%, and 15.8% of respondents answered that their organization practiced non-monetary and monetary employee motivation mechanisms respectively.

Depending on these three different responses of respondents, the researcher tried to assess the organization employee motivation practice from these three points of views so as to get the true picture of the organization.

### MONETARY EMPLOYEE MOTIVATION PRACTICE

The first assessment was conducted over the monetary employee motivation practice in the organization, and respondents who believed that their organization was practicing monetary or both monetary and non-monetary employee motivation mechanism were asked monetary related factor questions and their response was tabulated and presented below.

Table 4 Employees Monthly Salary

How do you rate your monthly salary?		Frequency	Percent
Valid	Motivating	1	0.94
	Neither Motivating nor Demotivating	27	25.47
	Demotivating	30	28.30
	Very Demotivating	48	45.28
Total		106	100.0

Salary is given to employees proportionate to the skills, knowledge and their expectations. It enables employees to fulfill their basic needs of life. At the same time money is considered as the sign of triumph and accomplishment because it allows the employees to fulfill the needs of belongingness. It enables them to establish status, rank and authority (Yousaf, Latif, Aslam and Saddiqui, 2014). As a result, the researcher tried to investigate the motivational effect of employee salary.

As portrayed from table 4, 45.28 % of the respondents were replied that their salary was very demotivating, 28.30 % of the respondents stated that their salary was demotivating, 25.47 % of the respondents answered that their salary was neither motivating nor demotivating. Only 1 (0.94%) respondent replied that the salary was motivating, and none of the respondents replied as their salary was very motivating. This clearly signposted that the monthly salary of employees was not motivating and its intensity of pulling back ranges from neither motivating nor demotivating to very demotivating, especially lower level employees were either demotivated or very demotivated by their salary.

Although, scholars like Herzberg (1968) placed financial factors on the place of neither motivating nor demotivating (hygiene factors), as presented on table 4, out of 106 respondents of the research, 48 and 30 of them were very demotivating and demotivating by their salary respectively. This implied that attractive salary was still a motivating factor. In addition, Abraham Maslow (1943), considered salary as the physiological need of employees and one of the motivation factor; accordingly, its absence led to demotivation. It lend a hand to the organizations to retain employees and to make them more committed, loyal and to work hard, and on the contrary, its inadequacy forced employees to be engaged outside in partial employment and further turnover. As Frederick Herzberg (1968) indicated although the existence of attractive salary was not a motivating factor by itself, its absence caused dissatisfaction of employees. Thus, as far as basic salary concerned, the employees were either demotivated or dissatisfied.

Department directors were interviewed on the demotivating effect of the monthly salary of employees and they stated that their organization is working over it.



Fig 4 Employee Promotion Practice

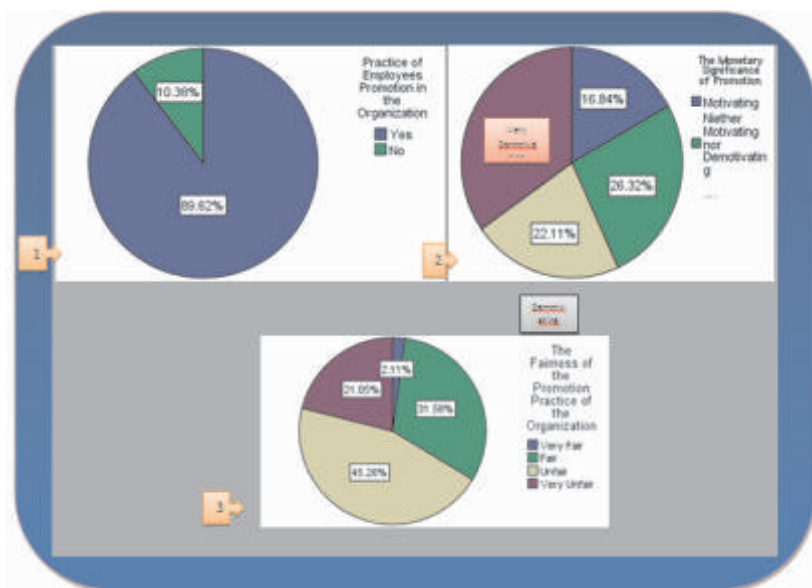


Fig 4 signified the practice of employee promotion in the organizations, and its monetary significant and fairness. As fig 4 (Pie chart-1) revealed the majority (89.62%) of the respondents responded that employees have the chance of promotion in the Organization and these respondents were asked about the monetary significant, and fairness of the promotion.

As fig 4 (Pie chart-2) displayed that the majority (34.73%) of the respondents stated that from monetary perspective the promotion was very demotivating, the next majority (26.31%) of respondents replied that the monetary contribution of the promotion was neither motivating nor demotivating; while, 22.10% of the respondents answered that from monetary view point the promotion was demotivating. They stated that the additional amount procured from the alleged promotion was very insignificant compared with its purchasing power and the existing topped cost of life. However, there were 16.84% of respondents who reacted that the promotion had a significant monetary contribution which could motivate employees. But there was no respondent who placed the promotion in the category of very motivating.

In addition, fig 4 (Pie chart-3) presented that 45.26% of the respondents, who were the majority, replied that the employee promotion practice of the organization was unfair. The rest 31.57%, 21.05%, and 2.10% of the respondents replied that the employee promotion practice of the organization was fair, very unfair, and very fair, respectively.

Those respondents who responded that the employee promotion practice was unfair or very unfair were requested to list out their reasons. They stated that the promotion was totally dependent on intimacy and friendship, more extremely, it was biased. They said that in one way or another most of the time people in power gave job to their friends or relatives.

Fig 4 (Pie chart-1) also presented that 10.37% of respondents replied that there was no chance of promotion in the organization and the researcher was asked them to come up with justification. They stated that they stayed in the organization more than 3 years but was not promoted to higher levels. They stated that even though there was a policy that allows employees to be promoted, it was not appropriately translated into practice. It articulated the interest of the managers not the employees.

Having the contrasting responses of employees, the researcher went to the department managers and asked them to explain about the employee promotion practice in brief. They stated that all employees had equal chance of promotion, and there was no any discriminatory practice; however, the monetary significance of promotion, especial to one higher level, was not that much significant as far as its purchasing power concerned, it was small difference which could not have the ability to bring change of the status quo.

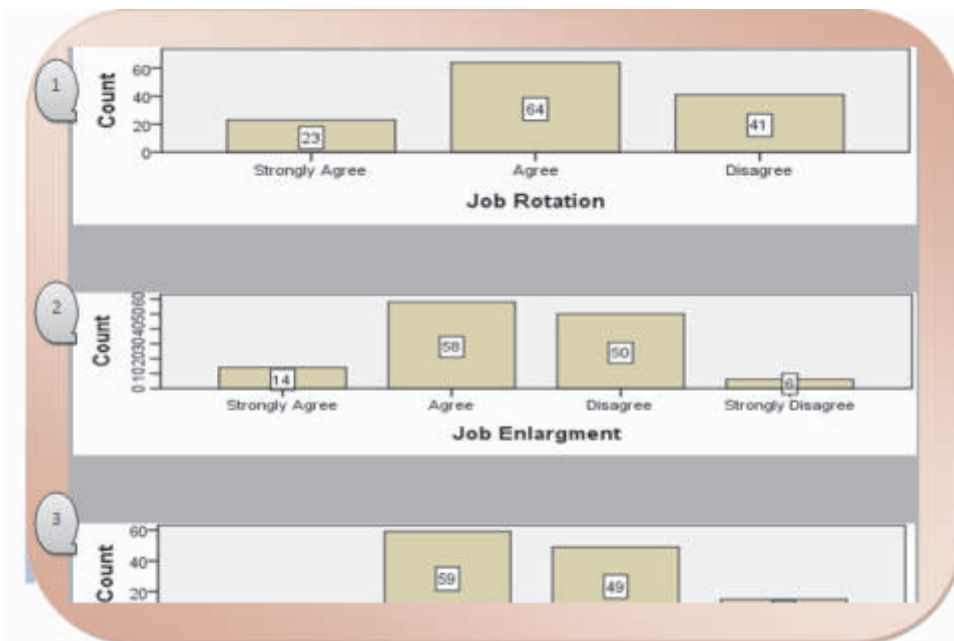
### Non-Monetary Employee Motivation Practice of the Organization

The second dimension of assessment of the organization employee motivation practice was concerned with those respondents who replied that their organization was practiced non-financial or both financial and non-financial employee motivating mechanisms. In this regard, the researcher divided the non-financial employee motivation practice of the organization into job factors and work environment factors, and conducted an assessment of each of them.

#### a) Job Factors

As far as job factors concerned, the researcher tried to assess the organization practice on selected factors which were pertinent to the job itself, and the results were presented below on tables and figures.

#### Practice of Job Design



Source, Field Survey (2016)

The first job factor assessed in this research was job design practice. According to Yousaf, Latif, Aslam and Saddiqui (2014) job design is the process to systemize the tasks, duties and responsibilities. It aims at enhancing employee motivation and accomplishing organizational goals by designing the content, methods and connection of jobs, according to the aptitude and abilities of employees. The job design can play an effective role in motivating the employee by organizing the tasks in a way that are interesting and challenging at the same time. A well designed job can increase the employee morale by reducing the monotony and repetition of work. The perceived work demands, job control and social support through job design leads to high productivity. The job design can be improved by implementing the HR interventions like job rotation, job enrichment and job enlargement. These interventions are helpful in terms of creating a challenging work environment with varying the job aspect which enhances the employee motivation and productivity.

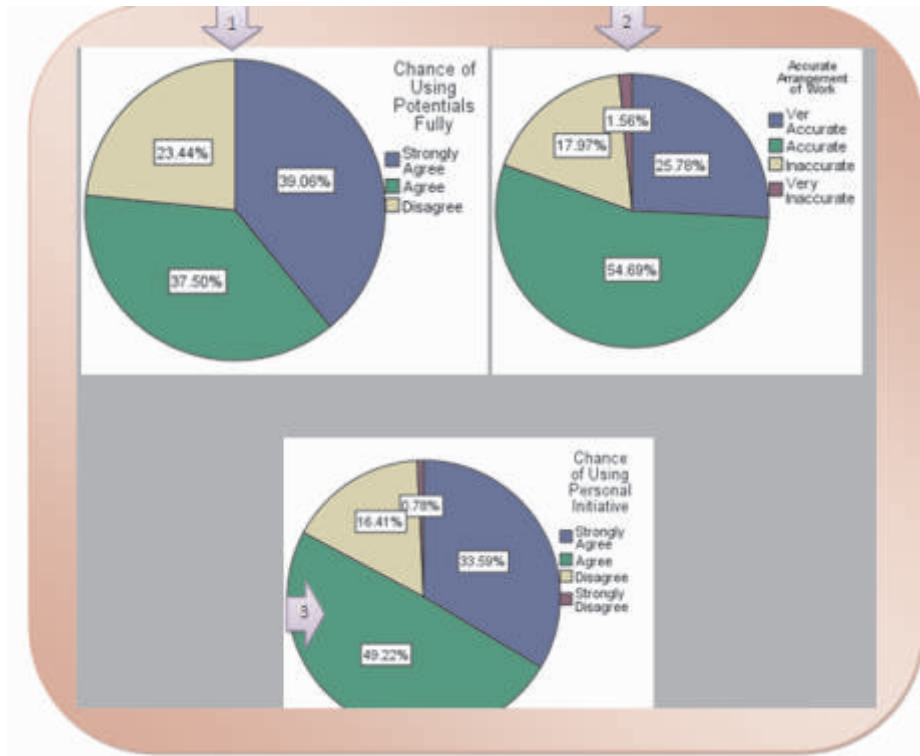
In view of that, the researcher assessed the practice of job design and as presented on figure 9 bar chart 1, out of 128 respondents 64 and 23 of them agree and strongly agree respectively that they practiced job rotation; while, the rest 41 respondents disagree.

Regarding to job enlargement, figure 9 bar chart 2 shown that 58 and 14 respondents agree and strongly agree that there was practicing job enlargement; however, there were 50 and 6 respondents who respectively disagree and strongly disagree.

The third job design mechanism assessed was job enrichment. In this regard figure 9, bar chart 3 depicted that 59 and 5 respondents agree and strongly agree respectively that their organization was practicing job enrichment to motivate employees; while, 49 and 15 disagree and strongly disagree respectively.

Generally, more than half of the respondents affirmed that there was using job rotation, job enlargement and job enrichment mechanisms to design jobs so as to motivate employees.

Fig 10 Application of Job Characteristics Model



Source, Field Survey, 2016

The second job motivating factor assessed was the practice of job characteristics model. Increasingly, research on motivation focuses on approaches that link motivational concepts to changes in the way work is structured. Research in job design suggests the way the elements in a job are organized can increase or decrease effort (Robbins and Judge, 2013). As per this model there are five core job characteristics that found in every job which are-skill variety, task identity, task significance, autonomy and feedback. From a motivational standpoint, the Job Characteristics Model proposes that individuals obtain internal rewards when they learn (knowledge of results) that they personally (experienced responsibility) have performed well on a task they care about (experienced meaningfulness. The more these five core job characteristics are present, the greater will be employees' motivation, performance, and satisfaction, and the lower their absenteeism and likelihood of leaving (ibid).

As a result, the above figure (10) presented the practice of skill variety, task identity and significance, and autonomy. As presented on figure 10 Pie chart 1, respondents were asked whether they were used their potentials fully to perform their task and as it was shown 39.06 % and 37.5 % of respondents strongly agree and agree respectively that they had the chance to use their skills fully in performing their job, and the rest 23.44 % of respondents replied that their job do not required them to use their skill fully. They stated that their work was one domain and repetitive. Mostly, they did paper works regarding to the human resource management or handling the financial affairs. Most of these employees were from human resource and finance departments. There were no any respondents who strongly disagree on the existence of chance of using their skills fully.

Task identity and task significance factors were dependent on the accurate arrangement of tasks and chance of using personal initiative and the second bar chart of figure 10 demonstrated that 54.69 % and 25.78 % of the respondents confirmed that their work was accurately and very accurately arranged respectively, and this referred that employees had task identity and task significance. The other 17.19 % and 1.56 % of respondents ascertained that their job was inaccurately and very inaccurately arranged respectively.

Human beings are freedom seeker, and they want to feel autonomy; as a result, the fourth job characteristic factor assessed was feeling of autonomy and sense of freedom, and this factor is dependent on chance of using personal initiatives in performing their work. In this regard, the third Pie chart of figure 10 shown that 49.22 % and 33.59 % of the respondents replied that they agree and strongly agree respectively that their organization allowed them to use their personal initiatives in carrying out of their work and this is a clear indication of that employees have an autonomy; whereas, the rest 16.41 % and 0.78 % of respondents stated that they disagree and strongly disagree respectively on chance of using personal initiatives in performing their task.

Generally, in spite of some limitations, as more than 50% of respondents assured, that the organizations were practicing job characteristics model.

**Table 6 Performance Appraisal and Subsequent Measures**

No	Factors	Rating Scale	Frequency	Percent
1	Fair Performance Appraisal	Strongly Agree	5	3.91
		Agree	52	40.63
		Disagree	60	46.88
		Strongly Disagree	11	8.59
		Total	128	100.0
2	Provision of continuous Feedback	Very Often	18	14.06
		Periodically	63	49.22
		Seldom	35	27.34
		No Feedback	12	9.38
		Total	128	100.0
2	Provision of Recognition	Strongly Agree	-	-
		Agree	42	32.8
		Disagree	51	39.8
		Strongly Disagree	35	27.3
		Total	128	100.0
3	Chance of Getting Training	Strongly Agree	44	34.38
		Agree	63	49.12
		Disagree	21	16.41
		Strongly Disagree	44	34.38
		Total	128	100

Source, Field Survey (2016)

The purpose of performance appraisal is to inform employees that the organization is interested in their professional development. It signals the message that employees contribution plays significant role in the organizational success (Yousaf, Latif, Aslam and Saddiqui, 2014). As a result, employees are motivated to contribute more towards the organizational success because they are given recognition and appreciation for their contribution. The performance appraisal motivates the competent employees by rewarding them. This is how less competent employees will get inspiration from competent employees and will be motivated to perform well. The employee will feel valued if they are given career development opportunities which will lead them to move one step ahead on the promotion ladder. The intent behind the organization's investment in the career development

needs of the employees is to increase the employee self-esteem and motivation with their professional development. Employees are motivated if they are given opportunities for learning and growth because the learning opportunities lead them towards future promotions and career growth. So, the career development opportunity motivates the employees by aligning their expectation with the organizational goals. Therefore, the researcher assessed the organization practice of performance appraisal and aftermath undertakings.

In the first place, the researcher was sought for the practice of fair performance appraisal in the Organization. As illustrate on table 6 (1), 40.63 % and 3.19 % of respondents agree and strongly agree respectively that their Organization applied fair performance appraisal. But on the other pole, there were 46.88 % and 8.59 % of respondents who disagree and strongly disagree. They stated that the Organization was not practiced fair performance appraisal. Although there was an alleged BSC measurement tool in the Organization, it was superficial and far from fully applied. They further stated that employees performance measurement was not task based rather it depends on socio-demographic attributes and exaggerated loyalty and obedience.

The immediate task after performance appraisal is feedback which is one of the elements of core job characteristic of job characteristics model. High performance with ignorance did not beget high performance; thus, continuous and timely provision of feedback was so vital to excel performance of employees. As Cherrington (1994) stated feedback improves performance not only by helping them to correct their mistakes but also by providing reinforcement for learning. Accordingly, the researcher assessed the organization practice of provision of feedback to employees. As demonstrated on table 6 (2), 49.22 % and 14.06 % of respondents assured that their respective managers provide feedback periodically and very often respectively. They stated that every six months their performance was measured and the result was given to them, and occasionally, whenever needed, they met and discussed with their managers. The others 23.34 % and 9.38 % of respondents replied that their managers provided feedback seldom and not at all respectively. They stated that the organization was not practiced balanced score card performance measurement tool fully. As a result, their managers were negligent towards providing feedback to employees working under them, especially timely and uninterrupted feedback provision mechanism was far from practice.

One of the end targets of performance appraisal and feedback is recognition which was giving full credit for the work done. According to Robbins (2005) provision of recognition was a relatively low cost means to stimulate employee performance. Quratul-Ain Manzoor (1905) further stated that recognition is an essential factor in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement. Accordingly, respondents were asked whether they get full credit for the work they have done or not. As illustrated on table 6 (3), 32.8 % of the respondents agreed that they had full credit for the work they have done, and on the contrary, 39.8 % and 27.3 % of the respondents disagreed and strongly disagreed. They explained that they did not get full credit for the work done. This referred that the organization was poorly practicing of provision of official recognition to employees for their better performance.

The other objective of performance appraisal and feedback is to provide training for both high performers and poor performers. The training will be an instrument to fill the gap of the poor performers and help them to improve their performance while the training is a supporting engine for the high performers to excel their performance more from their previous. In view of that, the researcher believed that assessing the Organization employee training practice made the research more creditable.

Hence, table 6 (4) demonstrated that 34.38 % and 49.12 % of the respondent strongly agree and agree that the Organization was provided training for employees. They stated that the Organization followed on-job training mechanism especially starting from 2013 up to now new employees will not join the Organization without taking half year training and half year internship. This inferred that the organization was doing well in equipping employees with basic work skills. However, there were 16.41% and 34.38 % of respondents who disagree and strongly disagree. They stated that the Organization provided training for the new comers and it was once for all. The training was not repeated again and employees were not updated frequently. They further explained that what was trained may not retained long unless updated.

## b) Working Environmental Factors

James L. Perry, and Lyman W. Porter (1982) stated that variables dealing with work environment

characteristics that can be changed or modified to impact motivation can be placed into two subcategories: immediate work environment characteristics and organizational actions. Clearly, the two most critical factors in an employee's immediate work environment are: the peer group and the supervisor, and the organizational actions is related with creation of an organizational climate.

A better workplace environment leads to increased employee commitment and productivity. It boosts the employee motivation and improves the productivity. A work environment where employee feels that they have reasons for doing work, and get pleasure from doing their job motivates the employee. As a result, the researcher assessed all these factors in the working environment category, and presented the result in the form of tables below.

**Table 7 Organizational Structure and Communication Channel**

No	Factors	Rating Scale	Frequency	Percent
1	Organizational Structure	Tall	71	55.5
		Flat	24	18.8
		Matrix	-	-
		Mixed	33	25.8
		Total	128	100
2	Communication Channel	Downward	35	27.3
		Upward	12	9.4
		Horizontal	11	8.6
		Diagonal	6	4.7
		Mixed	64	50
		Total	128	100

Source: Field Survey, 2016

Organizational structure is the framework for organizing formal relationships of authority, responsibility and accountability. It provides the means for clarifying and communicating the lines of responsibility, authority, and accountability (Rishipal, 2014). As a result, the researcher aimed to analyze the Organization structure and the subsequent ways of communication.

Table 7 (1) displayed that 55.5 % of the respondents said that their Organization structure was tall. They stated that the organization structure was functional based and there was hierarchy for each of the functions. The rest 18.8 % and 25.8 % of the respondents replied that the Organization structure was flat and mixed respectively. They indicated that lower level departments such as department of material management, general service department including the cafeteria, car distribution, etc. were followed flat structure and as the result the Organization leads to be mixed. But all in all, the Organization Structure was hierarchical and bureaucratic as assured by more than half of the respondents and observed by the researcher.

Concerned to the ways of communication in the Organization, table 7 (2) illustrated that 50 % of respondents explained that the Organization followed mixed type of communication. They explained that both downward and upward ways of communication were practiced in the organization. The other 27.3 %, 9.4 %, 8.6 % and 4.7 % of respondents replied that their Organization practiced upward, upward, horizontal and diagonal ways of communication. This was a clear indication that the tall structure of the Organization obstructed upward, horizontal and diagonal communication channels and fostered downward ways of communication.

**Table 8 Decision Making in the Organization**

No	Factor	Rating Scale	Frequency	Percent
1	Participatory Decision Making Style	Very Participatory	9	7.03
		Participatory	81	63.28
		Non-Participatory	31	24.22
		Very Non-Participatory	7	5.47
2	Employee Participation in Decision Making	Total	128	100
		Yes	68	75.56
		No	22	24.44
		Total	90	100

Source, Field Survey (2016)

Employee participation in decision making improves effectiveness and innovation and at the same time it enhances employee motivation and trust in the organization. Participating employees in the decision making process of the organization is an instrument to use the entire capacity of employees, and to increase their commitment to the organization success (Robbins, 2005). Therefore, conducting an assessment of the decision making style of the organization and employee participation in the decision making is instrumental.

As far as the decision making style of the organization concerned, table 8 (1) presented that 63.28 % and 7.03 % of the respondents responded the decision making style of the Organization was participatory and very participatory respectively. They explained that employees had a full chance of participating in decision making of the Organization especially on decisions concerned them and as presented the table 8 (2), 75.56 % of the respondents replied that they had participated in the decision making of the organization. The rest 24.44 % of respondents did not since they were new to the Organization.

On the other hand, 24.22 % and 5.47 % of the respondents replied that the decision making style of the organization was non-participatory and very non-participatory respectively. They explained that the organization managers and higher officials decided and imposed on employees. They further indicated that managers participated employees whom they need them to participate not whom concerned to participate on that decision making process.

Department heads were also interviewed about their decision making style of the organization and they explained that unless the issue to be decided was concerned only managers, employees of the organization participate on every decision, especially if the decision was concerned them. However, the participation of the skilled and unskilled employees was not the same. They stated that more skilled employees participate in decision making more often than the unskilled.

**Fig 11 Employee Relationship in the Organization**



Source, Field Survey (2016)

Employees of the Organization had two ways of relationship. The first is their relation with their immediate directors and general directors, and the second is with their subordinates.

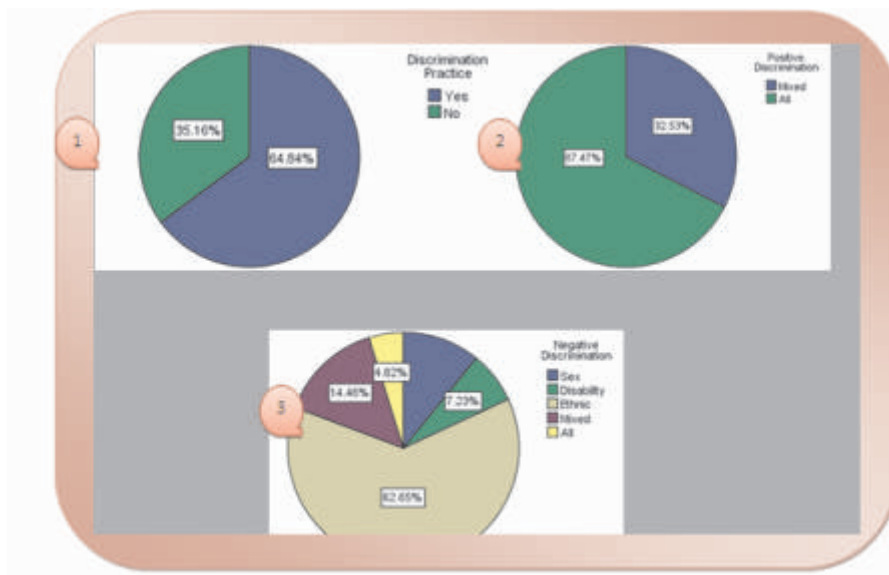
Concerning to employee relation with their directors and general directors, as figure 11 (1) presented 69 respondents replied that their relation was friendly and 12 respondents replied that their relation with their directors was very friendly. The rest 31 and 16 respondents' relation with their directors was neutral and unfriendly respectively. There was no any respondent who placed his/her relationship with his/her directors under very unfriendly.

Regarding to employees relation with their coworkers, figure 11 (2) demonstrated that 78 and 42 respondents stated that their relation with their coworkers was very cordial and cordial respectively; on the other hand, there were 4 respondents on each categories who responded that their relation with their coworkers was neutral and contention. There was no any respondent whose relation with his/her coworkers was full of hatred.

Those respondents who said that their relation with their managers and colleagues was either neutral, unfriendly or contention were asked to justified their reasons to placed their relation on such categories, and they explained that their managers and coworkers were uncooperative rather they were a competent, and contender of them, and there were also respondents who believed that being neutral was a work environment relationship.

All in all, without uncovering the existence of some drawbacks, employees' relation in the Organization can be considered as favorable

Fig 12 Status of Employee Treatment in the Organization



Source: Field Survey, 2016

Scholars explained that discrimination has two symmetries-the positive and negative symmetry. The positive symmetry of discrimination aimed at favoring a certain group due to past injustice. It can be implemented through affirmative action. However, the negative asymmetry of discrimination is an intentional practice sought at benefiting or discouraging a certain group.

Figure 12 presented the discriminatory practice in the Organization and its positive and negative asymmetry. As depicted on figure 12, Pie chart 1, 64.84 % percent of the respondents stated that there were discriminatory practices in the Organization. They stated that both positive and negative asymmetry of discrimination were revealed.

Regarding to positive discrimination, figure 12 Pie chart 2 presented, 67.47 % and 32.53 % of respondents disclosed that mixed and all type of positive discrimination respectively were followed by the Organization. In case of mixed discrimination, the Organization gives priority to female, nationals from emerging region and disables and as the same token, the organization used all the possibilities discriminatory measures to rectify past misdeed.



Accordingly, it had used gender, ethnic, and disability based discrimination.

When the negative discrimination practice of the Organization emphasized, figure 12, and Pie chart 3 shown that the most prevalent negative discrimination was race based. As 62.65 % of respondents conformed employees were become victim of negative discrimination based on their bloodline or ethnic. They further explained that the curse of ethnicity was damaged the goodwill of employees. The other negative discrimination was out sourced from mixed aspects. As 14.46 % of respondents cautiously explained employees were faced both gender and ethnic based mixed discrimination, while, the other 7.23 % of respondents indicated that disability based discrimination was also practiced in the Organization. The other 4.82 % of respondents elaborated that all type of negative discrimination (ethnic, gender, disability) were ruthlessly practiced in the Organization.

Generally, negative asymmetry of discrimination was pervasive in the Organization and among others ethnic based discrimination was more visible.

Table 9 Organizational Resources

Factors	Rating Scale	Frequency	Percent
Accessibility of the Organization Resources	Strongly Agree	24	18.75
	Agree	83	64.84
	Disagree	21	16.41
	Strongly Disagree	–	–
	Total	128	100
Availability of Affordable Modern Technologies	Strongly Agree	17	13.3
	Agree	87	68
	Disagree	18	14.1
	Strongly Disagree	6	4.7
	Total	128	100
Internet Service	Very Good	25	19.53
	Good	73	57.03
	Fair	9	7.03
	Poor	19	14.84
	Total	128	100

Source, Field Survey, 2016

The final work environment factor assessed by this research was accessibility of organization resource. In this aspect, the researcher tried to assess the accessibility of office materials, affordable technologies, and internet service.

As table 9(1) showed 64.84 % and 18.75 % of the respondents answered that office materials in their Organization was agree and strongly agree respectively that office materials in their Organization were accessible; however, therest16.41 % respondents disagree. They responded that the office material of their Organization was not accessible.

Respondents were also asked about the availability of affordable technologies in the office. As clearly illustrated on table 9 (2), out of 128 respondents 87 and 17 of them agree and strongly agree that their Organization provided affordable modern technologies to support their work. They stated that the organization was willing to equip their office with necessary technologies. On the contrary, the rest 18 and 6 respondents disagree and strongly disagree. They explained that the Organization was not introducing easily available and cost effective technologies, even available machines and computers were not repaired timely when they become out of work.

Regarding to the internet service in the organization, as presented on table 9 (3), 57.53 % and 19.53 % of respondents placed it under the level of good and very good, and the rest 7.03 %, and 14.84 % of the respondents replied that the internet service in the organization was fair and poor respectively.

#### 4.1.5 Identified Factors that Motivate Employees of the Organization

The second objective of this research was identifying major factors which motivated employees of the Organization. Accordingly, the researcher aimed at finding out of the major factors which motivated employees and their major categories. The data collected were analyzed and presented in the form of tables below.

**Table 10 Category of Factors that Motivate Employees of the Organization**

Factors of Motivation		Frequency	Percent
Valid	Financial	19	12.5
	Non-Financial	24	15.8
	Both Financial and Non-Financial	109	71.7
Total		152	100.0

Source, Field Survey (2016)

Organizations have to motivate their employees to retain them for long and to avoid turn over. Accordingly, in this research respondents were asked to categorize the factors which motivated them, and as presented on table 18, the majority (71.7%) of the respondents stated that they were motivated by both financial and non-financial motivation factors. The rest 15.8% and 12.5% of the respondents replied that they were motivated by non-financial and financial factors respectively.

#### Financial Factors

Respondents who motivated by monetary, and both monetary and non-monetary were asked to categorize the selected financial motivational factors relative to their motivational effect on them, and the result was summarized on the following table.

**Table 11 Positive Motivational Effect of Financial Factors**

No	Financial Factors	Very Motivating		Motivating		Neither Motivating Nor Demotivating		Total	
		Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
1	Attractive Salary	85	66.41	32	25	11	8.59	128	100
2	Chance of Promotion	74	57.81	36	28.13	18	14.06	128	100
3	Transportation Service	45	35.16	47	36.72	36	28.13	128	100
4	Provision of Residence	68	53.13	31	24.22	29	22.66	128	100
5	Monetary Reward	16	12.5	58	45.31	54	42.19	128	100
6	Medical Allowance	18	14.06	64	50	46	35.94	128	100

Source, Field Survey (2016)

The first financial factor selected for this research was attractive salary, and as illustrated on table 11 (1), 66.41% of respondents replied that they could be very motivated by attractive salary, 25 % motivated and only 8.59% of respondents were neither motivated nor demotivated by attractive salary.

The second financial factor focused by the study was chance of promotion, and as presented on table 11 (2) the majority (57.81 %) of the respondents could be very motivated, and the other 28.13 % of respondents could

be motivated by promotion; while, the rest 14.06 % of respondents were neither motivated nor demotivated by the existence of promotion in the Organization.

The third financial factor discussed in the study was employee transportation service. As table 11(3) displayed 35.16 % of respondents replied that provision of transportation service had the ability to motivate employees very significantly, 36.72 % could motivate and 5.4% of respondents stated that transportation service neither motivated nor demotivated.

Provision of residence was the fourth financial motivating factor selected for this study and as shown on table 11(4), 53.13%, 24.22%, and 22.6 % of respondents answered that they would be very motivated, motivated, and neither motivated nor demotivated respectively by the provision of residence to employees.

The fifth financial motivating factor discussed by the researcher was monetary reward, and table 11(5) conveyed that 12.5 % of the respondents were replied as they would be very motivated, 45.31 % motivated, and 42.19 % neither motivated nor demotivated by the existence of monetary rewards. This indicated that the motivation power of monetary reward was not much significant.

Lastly, the researcher discussed the motivational effect of provision of medical allowance. As illustrated on table 11(6), out of 128 respondents only 18 of them were very motivated by the provision of medical allowance; whereas, the rest 64 and 46 respondents were motivated and neither motivated nor demotivated respectively.

Although, scholars like Herzberg, down played the motivational effect of monetary factors and considered them as neither motivating nor demotivating (hygiene-factors) factor, this research proved that financial factors were a motivating factor. Not only their absence caused dissatisfaction (as Herzberg proposition) but also their presence inspires or motivates employees (consistent to Maslow’s theory).

4.1.5.2 Non-Financial Factors

Respondents were also asked to categorize the selected non-financial motivational factors relative to their motivational effect on them, and the result was summarized on the following table.

Table 12 Positive Motivational Effect of Non-Financial Factors

No	Non-Financial Factors	Very Motivating		Motivating		Neither Motivating Nor Demotivating		Total	
		Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
1	Feedback for the Work Done	67	50.36	42	31.58	24	18.05	133	100
2	Good Working Condition	98	73.68	35	26.32	-	-	133	100
3	Appreciation for the Work Done	74	55.64	32	24.06	27	20.30	133	100
4	Career Growth and Development	85	63.91	36	27.07	12	9.02	133	100
5	Chance of Learning New Skills	92	69.17	41	30.83	-	-	133	100
6	Freedom and Autonomy	80	60.07	23	17.93	30	22.00	133	100

Source, Field Survey (2016)

The first non-financial factor selected for the research was provision of timely feedback for the work done, and as illustrated on table 12 (1), 50.36 % of the respondents were replied that they could be very motivated and the other 31.58% and 18.05% of respondents replied that they were motivated and neither motivated nor

demotivated respectively by the provision of timely feedback for the work they have done.

Good working condition was the second non-financial employee motivating factor selected for this study. As table 12 (2) presented, the majority (73.68%) of the respondents were responded that they could be very motivated by good working condition, and the other 26.32% of respondents answered that good working condition was a motivating factor. There was no any respondent who neither motivated nor demotivated by good working condition. Accordingly, good working condition had a significant motivational effect on employees.

Full appreciation for the work done was the third non-financial motivating factor considered in this study. As shown on table 12 (3), 55.64% and 24.06% of the respondents asserted that provision of full appreciation for the work that have done was a very motivating and motivating non-financial factor respectively. There were another 27 (20.30%) respondents who were neither motivated nor demotivated by the provision of recognition.

Opportunity for career growth and development was the fourth non-financial motivating factor which get a concern in this study, and as table 12 (4) demonstrated, 63.91% and 27.07 % of the respondents were asserted that they would be very motivated and motivated by this factor respectively, and the rest 9.02 % of respondents neither demotivated nor motivated by the opportunity for career growth and development.

The fifth non-financial factor discussed on this research was chance of learning new skills. As presented on table 12 (5), out of 133 respondents 92 of them were very motivated 1nd the rest 41 of them replied that they were motivated by the chance of learning new skills. There was no any respondent who neither motivated nor demotivated by the chance of learning new skills.

A sense of freedom and autonomy was the last factor focused by this study, and as table 12 (6) presented 60.07 % and 17.93% of respondents were depicted that they could be very motivated and motivated by feeling of freedom and sense of autonomy respectively. The other 22 % of respondents stated that they neither motivated nor demotivated by freedom and autonomy.

Although, researchers like Betelhem who conducted a research on factors motivating the civil servant of Jan AmoraWoreda in 2015, concluded that employees were motivated by only financial factors, this research identified that non-financial factors have a significant hand over employees' motivation. This means non-financial factors like the financial factors have the capacity to motivate employees.

#### 4.1.5.3 Rank of Employee Motivating Factors

Respondents were asked to rate those selected financial, non-financial and both financial and non-financial factors from 0-5 depending on their motivational effect on them. Accordingly, all the factors were rated by respondents, and the mean was calculated for each factors using SPSS, and tabulated and presented below.

Table 13 Rank of Financial Factors

No	Financial Factors	Mean	Rank
1	Attractive Salary	2.8289	1
2	Chance of Promotion	2.3257	2
3	Provision of Residence/ Housing Allowance	1.8980	3
4	Transportation Service/Allowance	1.7599	4
5	Medical Allowance	1.5855	5
6	Monetary Reward	1.4868	6

Source, Field Survey (2016)

Respondents were asked to give rank to the selected financial factors; accordingly, as clearly presented on table 13 (1), attractive salary was given the highest mean value, and become the most powerful financial employee motivating factor. This finding was in consists with Robbins (1995) explanation. He explained that the primary reason why most individuals work is to get money. He further stated that money in the form of pay or some other sort of remuneration is the most obvious extrinsic reward. Money provides the carrot that most people want. In addition, money provides the means to achieve a number of different ends. It is a powerful force because it is linked directly or indirectly to the satisfaction of many needs. It clearly satisfies basic needs for survival and security, if it is coming in regularly. It can also satisfy the need for self-esteem and status-money can set you in a

grade apart from your fellows, and it can buy you things they cannot to build up your prestige.

As illustrated on table 13 (2), the 2nd rank was held by chance of promotion. According to Malik, Danish and Munir (2012) promotion is a shifting of employee for a job of higher significance and higher compensation. It refers the movement of an employee upward in the hierarchy of the organization, typically that leads to enhancement of responsibility and rank and an improved compensation package. Thus, as proved in this research explained by other researchers job motivation is strongly correlated with promotion opportunities and there is a direct and positive association.

Respondents were placed provision of residence to employees on the 3rd rank. In case of Addis Ababa, the rent of residence cost is unaffordable especially for lower level employees and it becomes the first priority for them. Accordingly, if the Organization provides residence for employees, it will be an engine of motivation. Employees feel valued by their Organization.

The 4th, 5th, and 6th ranks were held by provision of transportation service, medical allowance, and monetary reward respectively. Now a day, the shortage and unpleasant condition of the public transportation system in Addis Ababa becomes a burden and a source of frustration for public servants. Employees are in need of their Organization to provide a transportation service.

**Table 14 Rank of Non-Financial Factors**

No	Non-Financial Factors	Mean	Rank
1	Good Working Condition	3.7829	1
2	Chance of Learning New Skills	3.0691	2
3	Opportunity for Career Growth and Development	2.8980	3
4	A Sense of Freedom and Autonomy	2.3947	4
5	Full Appreciation for the Work Done	2.3158	5
6	Feedback for the Work Done	2.1546	6

Source, Field Survey (2016)

Table 14 presented the rank of non-financial motivating factors. As depicted on the table, good working condition was placed on the first rank; whereas, chance of learning new skills, and opportunity for career growth and development were placed on the 2nd and the 3rd rank respectively. The 4th, 5th, and 6th rank were given to a sense of freedom and autonomy, full appreciation for the work done, and timely feedback for the work done, respectively.

**Table 15 Rank of both Financial, and Non-Financial Factors**

Financial and Non-Financial Factors	Mean	Rank
Good Working Condition	3.7829	1
Chance of Learning New Skills	3.0691	2
Attractive Salary	2.8289	3
Opportunity for Career Growth and Development	2.8980	4
A sense of Freedom and Autonomy	2.3947	5
Chance of Promotion	2.3257	6
Full Appreciation for the Work Done	2.3158	7
Timely Feedback for the work Done	2.1546	8
Housing Service/Allowance	1.8980	9
Transportation Service/Allowance	1.7599	10
Medical Service/Allowance	1.5855	11
Monetary Rewards	1.4868	12

Source, Field Survey (2016)

To do a comparison of the motivational effect of financial and non-financial motivational factors, respondents were asked to rank the selected factors. As table 15 illustrated the first, second, fourth, fifth, seventh, and eighth rank were given to non-financial motivating factors which were good working condition, chance of learning new skills, opportunity for career growth and development, a sense of freedom and autonomy, full appreciation for the work done, and feedback respectively. On the other hand, the third, sixth, ninth, tenth, eleventh, and twelfth rank were filled by financial motivating factors which were attractive salary, chance of promotion, house service, transportation service, medical allowance, and monetary reward respectively.

In her research, Betlhem (2015) concluded that financial factors of employee motivation were the only and the major factors to motivate civil servants; however, results of this research indicated that non-financial employees motivating factors were major factors to motivate employees. As it was clearly depicted on table 23, the 1st, 2nd, 4th, 5th, 6th, and 7th rank were taken by non-financial factors. This clearly implied that non-financial employee motivating factors were more important than financial motivating factors.

#### 4.1.6 Relativity of Factors of Employee Motivation

The third objective of the research was identifying relative difference of employee motivational factors across employees' background difference. Accordingly, the researcher tried to find out the extent in which employee motivational factors differ from one another under similar working policy for the mere fact of differing in sex, age, work experience, education qualification, and monthly salary by using Chi-Square test.

Table 16 Association of Sex and Factors of Motivation

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.681 <sup>a</sup>	2	.711
Likelihood Ratio	.671	2	.715
N of Valid Cases	152		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.13.			

The above Chi-Square test presented the data on the association of sex and factors of employee motivation. As it was illustrated on table 16 the Asymp. Sig value of Pearson Chi-square was 0.711 which was greater than the margin of error sated for this research that was 0.05. In this case, we must accept the null hypothesis. This implied that there was no any association between sex and employee motivational factors. From this conclusion, we understood that differing in sex did not lead to differing in motivational factors; thus, sex did not affect motivational factor of employees

Table 17 Association between Age and Factors of Motivation

Cross Tabulation					
		Motivating Factor			Total
		Financial	Non-Financial	Both Financial and Non-Financial	
Respondents Age	18-25 years	9	0	29	38
	26-30 years	9	0	62	71
	31-40 years	1	11	18	30
	41-45 years	0	13	0	13
Total		19	24	109	152
Chi-Square Tests					
		Value	Df	C (2-sided)	
Pearson Chi-Square		103.746 <sup>a</sup>	6	.000	
Likelihood Ratio		97.257	6	.000	
N of Valid Cases		152			
a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is 1.63.					

Table 17 illustrated the cross tabulation and chi-square test of association between age and employee motivational factors. From the Chi-Square test the Pearson Chi-square Asymp. Sig value was 0.000, which was less than 0.05. In this case, we must reject the null hypothesis. This referred that there was association between age and employee motivational factors, and as we observed from the cross tabulated table, when age increased, employees tended to motivate by no-financial motivational factors.

**Table 18 Association between Education Qualification and Factors of Motivation**

<b>Cross Tabulation</b>					
		Motivating Factor			Total
		Financial	Non-Financial	Both Financial and Non-Financial	
Education Qualification of Respondents	Bachelor Degree	17	9	110	84
	above Degree	2	15	42	25
Total		19	24	152	109
<b>Chi-Square Tests</b>					
		Value	Df	Asymp. Sig. (2-sided)	
Pearson Chi-Square		18.574 <sup>a</sup>	2	.000	
Likelihood Ratio		17.255	2	.000	
N of Valid Cases		152			
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.25.					

Table 18 demonstrated the cross tabulation and chi-square test of association of education qualification and factors of employee motivation. From the Chi-Square table the Pearson Chi-Square Asymp. Sig value was 0.000, which was less than 0.05 (margin of error for the research). Therefore, we must reject the null hypothesis. This implied that there was a significant association between education qualification of employees and the factors that affected their work motivation and as the cross tabulation table showed, the highest the education qualification, the highest the tendency of the work motivational factor to be non-financial. Therefore, employees motivation factor being non-financial, financial, and both was dependent on the employees education level, and when employees upgrade to highest level of education qualification, their motivational factors changes to more of non-financial motivational factors than the financial one.

**Table 19 Association between Work Experience and Factors of Motivation**

<b>Cross Tabulation</b>					
		Motivating Factor			Total
		Financial	Non-Financial	Both Financial and Non-Financial	
Respondents Work Experience	1-2 years	10	0	49	39
	3-5 years	7	3	60	50
	6-10 years	2	10	28	16
	>10 years	0	11	15	4
Total		19	24	152	109
<b>Chi-Square Tests</b>					
		Value	Df	Asymp. Sig. (2-sided)	
Pearson Chi-Square		62.288 <sup>a</sup>	6	.000	
Likelihood Ratio		57.783	6	.000	
N of Valid Cases		152			
a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 1.88.					

Table 19 depicted the cross tabulation and chi-square test of association of respondents work experience and factors of employee motivation. As we see from the Chi-Square table, the Pearson Chi-Square Asymp. Sig value was 0.000, which was less than 0.05 (margin of error for the research). Therefore, we must reject the null hypothesis. This referred that there was a significant association between work experience of respondents and the factors that affected their work motivation, and as we see on the cross tabulation table, employees with the work experience range of 1-2 years were completely motivated by financial factors, and when employees work experience increases from the first range the second (3-5 years) there were 3 employees who motivated by non-financial factors; 10 respondents in the work experience range 6-10 years, there were also 11 respondents in the age range more than 10 years who were motivated by non-financial factors. From this, it was possible to conclude as the highest the work experience, the highest the tendency of the work motivational factor to be non-financial.

Table 20 Association between Salary and Factors of Motivation

Cross Tabulation					
		Motivating Factor			Total
		Financial	Non-Financial	Both Financial and Non-Financial	
Monthly Salary of Respondents	<2008birr	4	0	9	13
	2008 to 3000birr	15	1	81	97
	3001 to 4000birr	0	4	14	18
	4001 to 5000birr	0	9	5	14
	>5000brr	0	10	0	10
Total		19	24	109	152
Chi-Square Tests					
		Value	Df	Asymp. Sig. (2-sided)	
Pearson Chi-Square		102.760 <sup>a</sup>	8	.000	
Likelihood Ratio		92.392	8	.000	
N of Valid Cases		152			
a. 8 cells (53.3%) have expected count less than 5. The minimum expected count is 1.25.					

Table 20 presented the cross tabulation and chi-square test of association of respondents' monthly salary and factors of motivation. As depicted on the Chi-Square table, the Pearson Chi-Square Asymp. Sig value was 0.000, which was less than 0.05 (margin of error for the research). Therefore, we must reject the null hypothesis. This referred that there was a significant association between monthly salary of respondents and the factors that affected their work motivation, and as we see on the cross tabulation table, there was only one respondent whose salary was 3000brr or below who has been motivated by non-financial motivation factors; on the opposite, there was no any respondent in the monthly salary range above 3001 and above who has been motivated by financial factors. This fact leads to concluded as when monthly salary of respondents increased, the tendency of the work motivational factor to be non-financial increased too.

**CONCLUSION**

Motivation is the drive that energizes, sustains, and directs a person's behavior. This study has confirmed the importance of motivational factors in getting the best from the employees.

The finding of this study ascertained that employees are motivated by both financial and non-financial factors. It has also revealed, through the ranking (the order at which all these factors motivates the employees) good working condition, full appreciation for the work done, chance of learning new skills, timely feedback for the work done, attractive salary, housing service/allowance, opportunity for career growth and development, transportation service/allowance, a sense of freedom and autonomy, medical service/allowance, chance of



promotion, and monetary rewards are major factors which can motivate employees.

- + The Automobile Industry provides financial employee motivating mechanisms such as house, transportation, and cafeteria service to energize, sustain, and direct its employees for the accomplishment of its set goal. However, the organization is not doing well in adjustment of employee salary in relative to the work load, in undertaking fair employee promotion, providing medical allowance, and fairly selecting and rewarding high performers.
- + Moreover, the Organization enhances employees' chance of learning new skills, opportunity of using their skills fully, and sense of freedom and autonomy, through the application of job rotation, enrichment, enlargement, accurately arranging tasks, and allowing employees to use their personal initiatives in performing of their work; however, the Organization is lagging behind of the expected concerning to provision of recognition which is providing full credit for the work done, through provision of continuous and timely feedback.
- + The working condition of the Organization is in most case conducive. There is most likely participatory decision making in which employees are actively participating in the decision making of their organization, the relationship of employees with their immediate directors and general directors is mostly friendly, and the interaction among employees of the organization is mostly cordial. Moreover, materials needed by employees in performing their day to day activity are accessible, and the internet service is most likely good. However, the conduciveness of the environment is not the same to all departments, especially in human resource, and finance and procurement departments' employees' relation with their co-workers and their managers is conflictual, competitive, and contesting rather than being complementary and cooperative. As a result employees of such departments are not happy of their work.

## RECOMMENDATIONS

Depending on the findings of the study, the researcher forwarded the following recommendations:-

### Regarding to Financial Motivation

Some researchers suggest that the employee should be motivated through a proportional salary according to the efforts done in the job. Most people employed in a certain organization work because it pays money that allows them to satisfy their needs and wants. In the Automobile Industry most of the employees asserted that their salary is not motivating, the monetary significance of promotion is not handsome, and fair, high performers are not financially rewarded, and there is no medical allowance. As a result, employees have a strong resentment, and lead to work demotivation. Therefore, it is better to the Organization to rework basic employee salary according to the load of each work, and financial rewards and promotion has to be based on employees' performance. Accordingly, it is advisable to the Organization to device a fair and workable employee performance appraisal mechanism, and employees' performance should be assessed continuously, and constructive feedback should be provided timely.

In addition, it is recommendable to the Organization to treat employees equally with regard to provision of housing, transportation, and medical allowance or service. The curse of partiality based on innate and background characteristics of employees has to be ended, and all the employees of the Organization have to be benefited equally from the service of the organization.

The quality of the food and other service of the cafeteria of the Organization are poor, and not standardized; thus, the researcher recommended to improve the quality of food and other services of the cafeteria with all the possibilities.

### Regarding Non-Financial Motivation

The deepest desire in human nature is to be appreciated. It does not matter how much you pay someone, everyone want to know that their efforts are being seen and appreciated, especially by their manager. When the employee receives the acknowledgement they deserve for a job well done, the motivation will increase. If the employees work is overlooked or criticized it will have the opposite effect. In this regard, the organization is lagging behind the expected. There is no continuous provision of feedback, there is no official recognition of employees, and there are constraints in giving full credit to employees for the work they have done. Therefore, it is advisable to

the organization to let employees know their performance continuously which is so critical in excelling of their strength as well as to come over their weakness. The organization has to work to provide official recognition for employees for their best performance periodically, and their experience has to be shared to others.

1/ Good Working Condition	7/ Full Appreciation for the Work Done
2/ Chance of Learning New Skills	8/ Timely Feedback for the work done
3/ Attractive Salary	9/ Housing Service/Allowance
4/ Opportunity for Career Growth and Development	10/ Transportation Service/Allowance
5/ A sense of Freedom and Autonomy	11/ Medical Service/Allowance
6/ Chance of Promotion	12/ Monetary Rewards

Moreover, if we want to get the most out of people, we need to create an environment that facilitates success. This includes the physical surroundings that one works within, and the social interaction at the work place. In the Automobile Industry, especially in human resource, finance and procurement departments the social working environment of employees is not conducive. As a result, the employee relation with their co-workers and colleagues is not friendly, most of the employees are not enjoying their work, and tasks are routine, monotonous, and repetitive. Therefore, the organization has to do job rotation, enrichment, and enlargement job design mechanisms so as to increase employees' chance of learning new skills as well as to use their potential to the maximum. In general, employees of the Automobile Industry are motivated by the following ranked factors:

Therefore, the Organization has to give priorities for the factors according to their rank as presented above from 1-12

#### For Future Researchers

When she conducted a research on factors of employee motivation, Betlehem (2015) concluded that financial factors are the only factors that can motivate employees, and on the contrary, non-financial factors can not motivate employees. However, in this research, the research finding indicated that both financial and non-financial factors can affect employee motivation. Most extremely, employees' first priority is non-financial factors than financial factors. As a result, the researcher recommended other researchers to conduct a study on the subject, especially on the motivational impact of non-financial or both financial and non-financial factors.

#### REFERENCE

##### I. Published Books

1. Armstrong, M. (2001), A Hand book of Human Resource Management. 8th edition, London: Thomson Business Press.
2. Biswajeet Pattanayak (2009). Human Resource Management. 3rd Ed, PHI, New Delhi.
3. Mamoria C.B. and S.V. Gankar (2013). A Text Book of Human Resource Management. James Pickford (2003). Mastering People Management. Prentice Hall, London.
4. Cochran, W. (1993). Research Sampling Techniques. 2nd ed. John Wiley and Sons Inc. New York.
5. David J. Charrington (1994). Organizational Behavior; the Management of Individual and Organizational Performance. 2ed, Allyn and Bacon, Boston
6. Don Hellrieger, John W. Slocum, Jr. and Richard W. Woodman (1989), Organizational Behavior. 4th Ed, West Publishing Company, New York.
7. Donald L. Kirkpatrick (2006). Improving Employee Performance through Appraisal and Coaching. 2ed. American Management Association, New York.
8. Fred Luthans (1992). Organizational Behavior. 6th Ed, McGRAW-HILL, INC. New York
9. Georg T. Milkovich and John W. Boudreau (2004). Human Resource Management. 5th Ed, RICHARD D. IRWIN INC. U. S. A.
10. Joh B. Miner (1988). Organizational Behavior: Performance and Productivity. Random House Business Division, New York
11. John R. Schermerhorn (2001). Management. 6th ed. John Wiley and Sons, Inc. New York

12. Aswathappa K. (2005). Human Resource and Personnel Management. 4th ed; Tata McGraw-Hill, New Delhi
  13. Ahuja K.K. and Balvinder Shukla (2005), Human Resource Management. 5th ed. Kalyani Publishers, New Delhi
  14. Laird W. Mealiea and Gary P. Latham (1996). Skills for Managerial Success: Theory, Experience and Practice. IRWIN, Chicago.
  15. Leslie W. Rue and Lloyd L. Byars (1992). Management Skills and Application. 6th ed. IRWIN, Burr Ridge.
  16. Richard M. Steers (1991). Introduction to Organizational Behavior. 4th ed. Harper Collins Publisher, New York.
  17. Richard M. Steers and Lyman W. Porter (1983). Motivation and Work Behavior. 3rd Ed, McGRAW-HILL, INC. New York.
  18. Robert Kreitnir and Agelo Kiniki (1991). Organizational Behavior. 2nd Ed, IRWIN, Burr Ridge
  19. Ronald Kiprop (2005), the Development of Motivational Strategies for Public Sector Workers in Kenya. Nelson Mandela Metropolitan University, South Africa.
  20. Roserary Thomson (2002). Managing People. 3rd Ed, ELSEVIER Butterworth-Heinemann, Oxford.
  21. Anwar Rashid S. and Maurice Archer (1983). Organizational Behavior. Methuen, Toronto
  22. Stephen P. Robbins (2005). Organizational Behavior. 11th Ed, PHI, U.S.A.
  23. Stephen P. Robbins and Mary Coulter (2002). Management. 7th ed. Pearson Education, Inc. Printed in India.
  24. Kondalkar V. G. (2007). Organizational Behaviour. New Age International, New Delhi, India. [www.newagepublishers.com](http://www.newagepublishers.com)
- (III) Journal Articles and Online Books**
25. Aryeetey Loretta Naomi (2011). Motivational Strategies and Their Impact on Productivity: A Case Study of Ghana Airports Company Limited. Kwame Nkrumah University of Science and Technology, Ghana
  26. Aworemi, Joshua Remi, Abdul-Azeez, Ibraheem Adegoke and Durowoju, Stella Toyosi (2011). An Empirical Study of the Motivational Factors of Employees in Nigeria. International Journal of Economics and Finance, Vol. 3, No. 5; Canadian Center of Science and Education. [www.ccsenet.org/ijef](http://www.ccsenet.org/ijef).
  27. Ayesha Binte Safiullah (2015). Employee Motivation and its Most Influential Factors: A study on the Telecommunication Industry in Bangladesh. World Journal of Social Sciences Vol. 5. No.1. Pp. 79 – 92.
  28. Behnaz Pakdel (2013). The Historical Context of Motivation and Analysis Theories of Individual Motivation. International Journal of Humanities and Social Science, Vol. 3 No. 18, Center for Promoting Ideas, USA
  29. Bhumika Gupta and Jeayaram Subramanian (2014). Factors Affecting Motivation among Employees in Consultancy Companies. International Journal of Engineering Science Invention, Volume 3, Issue 11, PP.59-66. [www.ijesi.org](http://www.ijesi.org).
  30. Carole L. Jurkiewicz, Tom K. Massey, Jr. and Roger G. Brown (1998). Motivation in Public and Private Organizations: A Comparative Study. Public Productivity & Management Review. Vol. 21, No. 3, pp. 230-250, Taylor & Francis, Ltd. Stable URL: <http://www.jstor.org/stable/3380856>
  31. Carolyn Wiley (1997). What motivates employees according to over 40 years of motivation surveys, International Journal of Manpower, Vol. 18 Iss: 3, pp.263 – 280. <http://dx.doi.org/10.1108/01437729710169373>
  32. Crewson, P. E. (1997). Public-Service Motivation: Building Empirical Evidence of Incidence and Effect. Journal of Public Administration Research and Theory, 7, 499–518. doi:10.1093/oxfordjournals.jpart.a024363
  33. Rishipal Dr. (2014). Analytical Comparison of Flat and Vertical Organizational Structures. European Journal of Business and Management, Vol.6, No.36, Amity University, Gurgaon, Haryana, India. [www.iiste.org](http://www.iiste.org),
  34. Farhad Ebrahim Abadi and etal. (2011). A Study of Influential Factors on Employees' Motivation for Participating in the In-Service Training Courses Based on Modified Expectancy Theory. International Business and Management, Vol. 2, No. 1. 2011, pp. 157-169. [www.cscanada.org](http://www.cscanada.org)
  35. Grant, A. M. (2008). Does Intrinsic Motivation Fuel the Pro-social Fire? Motivational Synergy in Predicting Persistence, Performance, and Productivity. Journal of Applied Psychology, 93, 48–58. doi:10.1037/0021-9010.93.1.48
  36. Gunjan Garg and Daleep Parimoo (2013). Comparative Study of the Motivational Factors in Hotel of Two Different Countries- India & Juffair. Research Journal of Social Science and Management, Volume: 03, Number: 03, Page 185. [www.theinternationaljournal.org](http://www.theinternationaljournal.org)
  37. James L. Perry and Lyman W. Porter (2005). Factors Affecting the Context for Motivation in Public Organization. The Academy of Management, Vol.7, No. 1. <http://www.jstor.org>.

38. James R. Lindner (1998). Understanding Employee Motivation. Journal of extension, Vol. 36, No. 3, Piketon Research and Extension Center, Piketon, Ohio. [www.joe.org](http://www.joe.org)
39. Kaleem Ullah Khan, Syed Umar Farooq and Zilakat Khan (2010). A Comparative Analysis of the Factors Determining Motivational Level of Employees Working in Commercial Banks in Kohat, Khyber Pukhtunkhwa. International Journal of Business and Management, Vol. 5, No. 12. [www.ccsenet.org/ijbm](http://www.ccsenet.org/ijbm)
40. Michal Kirstein (2010). The role of motivation in Human Resource Management: Importance of motivation factors among future business person. Aarhus School of Business.
41. Mohammad Kamal Hossain and Anowar Hossain (2012). Factors Affecting Employee's Motivation in the Fast Food Industry: The Case Of KfcUK Ltd. Volume 5, National University, Gazipur, Bangladesh; I Brunel University, Uxbridge, United Kingdom
42. Muhammad Ehsan Malik, Rizwan Qaiser Danish and Yasin Munir (2012). The Impact of Pay and Promotion on Job Satisfaction: Evidence from Higher Education Institutes of Pakistan, American Journal of Economics, Special Issue 6-9 DOI: 10.5923/j.economics
43. Mustafa Ertanin and Okan Veli afakli (2012). Universality of Factors Motivating Employees in the Banking Sector of Northern Cyprus and their Demographic Reflections. International Journal of Academic Research in Business and Social Sciences, Vol. 2, No. 1. [www.hrmars.com/journals](http://www.hrmars.com/journals)
44. Newaho Eliah Mkisi (2008). Application of Human Resource Management initiatives for workers motivation and organization performance in Telecommunication Sector in Tanzania. The Hague, the Netherlands
45. Quratul-Ain Manzoor (n.d). Impact of Employees Motivation on Organizational Effectiveness. European Journal of Business and Management, Vol 3, No.3. [www.iiste.org](http://www.iiste.org)
46. Rizwan Qaiser Danish (n.d), Motivation: an Empirical Study from Pakistan. University of the Punjab, Gujranwala Campus, Pakistan
47. Saira Yousaf, Madiha Latif, Sumaira Aslam and Anam Saddiqui (2014). Impact of Financial and Non-Financial Rewards on Employee Motivation. Middle-East Journal of Scientific Research, the Islamia University of Bahawalpur, Pakistan.
48. Seyed Abdol Rasoul Hosseini (2014). Factors Affecting Employee Motivation. Academy of Business & Scientific Research, Volume: 3, Issue: 4, Pages: 713-72, Tehran, Iran. [www.absronline.org/journals](http://www.absronline.org/journals)
49. Shannon Riley (2005). Herzberg's Two-Factor Theory of Motivation Applied to the Motivational Techniques within Financial Institutions, Eastern Michigan University. <http://commons.emich.edu/honors>
50. Tulsee Giri Goswami and Dr. Harsh Dwivedi (2011). The Motivation Level of Male and Female Academicians: a Comparative Study (Special Concern to Professional Academicians). International Journal of Trade, Economics and Finance, Vol. 2, No. 2.
51. Zorlu Senyuçel (2009). Managing the Human Resource in the 21st century. Zorlu Senyuçel and Ventus Publishing, Bookboon.com



**Dr Sweta Banerjee**

Associate Professor, College of Finance, Management and Development,  
Ethiopian Civil Service University, Addis Ababa, Ethiopia.