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EXAMINING THE EFFECT OF MOTIVATION STRATEGIES ON PERCEIVED EMPLOYEE BEHAVIOR: EVIDENCE FROM PUBLIC ORGANIZATIONS IN AMHARA REGIONAL STATE

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ABSTRACT

Employee motivation is a key to enhance their productivity. Motivational factors that affect workers' productivity have long been a sensitive and debatable issue among scholars in the field of human resource management. Hence this study aims to look in to the causal linkage between motivational factors and perceived employee behavior in three public organizations (Bureau of Education, Health and Agriculture) in Amhara Regional State. The study employed mixed method (QUAN-qual) to obtain statistical, quantitative results from a sample of 48 respondents and then explain the result in more depth based on interview made with selected managers in the organizations under study. The central theme of the research revolves around guiding research questions; what are the motivational schemes public organizations provide their employees? Which type of motivation scheme has greater positive impact on employee performance? And what are the attitudes of employees towards the motivational schemes and approaches used by public organizations? Following these basic research questions quantitative and qualitative data were gathered and analyzed using correlation, descriptive mean, and percentage computed by the help of Statistical Package for Social Science (SPSS). The result shows that both extrinsic and intrinsic motivational factors were found to have strong positive effect on perceived employee (employee willingness to voluntarily engage in citizenship behavior). More over it is also evident that extrinsic and extrinsic motivational factors are found to have negative effect on employee neglect of their responsibility and intent to quit the organization.

KEYWORDS

Employee perceived behavior, intent to quit, Motivation strategies, neglect of responsibility, and Public Organizations.

1. INTRODUCTION

As scholars in the field of Human Resource management reveal motivational factors that affect workers' productivity have long been a sensitive issue to managers and employers. Over decades, various motivational theories have been considered, with the idea that through increasing job motivation or job satisfaction, employee productivity might also be increased. The existence and success of any organization is highly dependent on its effective and efficient utilization of the material, financial and human resources. Among these, human resource is the most critical and delicate part of the discipline of management practice. Because of the special importance it has on the success and productivity of the organization, human resources need to be given special attention and treatment. It should be noted that people work in organizations to satisfy their personal needs much in the same way that organizations exist to achieve specified goals. No organization can achieve the desired level of performance without an efficient workforce. It is only a satisfied employee, whose needs are being met within the organization, who will work satisfactorily. In the absence of favorable work environment and attractive motivational schemes employees would exhibit such behaviors like neglect of responsibility, reduced commitment to organizational interest, high level of intention to quit (turn over) and reduce organizational citizenship behavior which are normally counterproductive to organizational performance.

2. LITERATURE REVIEW

Currently Motivation of employees in public organizations is very crucial and sensitive issue among practitioners and, scholars in the field. Different arrays of literature also reveal that improving the quality and performance of public sector employees is about improving organizational performance. Although employees' ability plays a crucial role in determining their work performance, so does their job motivation since motivated employees feel good about their jobs and work harder towards attaining organization goals. The ability to manipulate job motivation, job satisfaction, and job performance for the purpose of increasing public sector goals and outcomes has been reflected in theories of motivation and job satisfaction as evidenced by the historical work of Amabile, T.M. (1993). As Burgess, S. and Ratto, M.L. (2003) argue, the issue of motivation for public sector employees is not the representative of that of the general labor force in non government and profit making organizations.

Perry (1996) has criticized the shortcomings of traditional motivation theories when applied to public and nonprofit organizations. Rainey (1982), who made an examination on the differences in motivations between public and private sector employees, revealed that employees in public organizations have more interest in altruistic or ideological goals. Despite increased attention to the study of public service motivation, scholars have focused almost entirely on developed countries. There is little study conducted on public service motivation in developing countries like Ethiopia. Social and cultural differences raise questions about how generalizable the motivation in public organization is.

Managers knowing that humans have got complicated psychological makeup must use different skills and strategies in managing employees for the survival and better performance of their organizations. This involves an exact determination of the basic motives in work place. Among other things the strength and direction (motivation) of behavior determines the quality and quantity of a person's performance. Therefore, motivation has been indicated as one of the key factors on workers' performance and an important area in human resource management to be focused on. To put it differently, this chapter includes an exploration not only of the concept motivation, but also of leading theories of motivation. Although no single theory provides an adequate explanation and predication of human motivation with regard to job satisfaction, different motivational theories that have been formulated over the years, are classified and explained.

2.1. EXTRINSIC AND INTRINSIC MOTIVATION

This type of motivation is induced by external factors which are primarily financial in nature. Some of them include higher pay fringe benefits like retirement plans, health and medical insurance, maternity leave, paid vacation and so forth. Extrinsic motivation emphasizes physical rewards like payment, good work environments and job security (Perry, J.L., 1996).

Intrinsic motivation is concerned with the state of self actualization in which the satisfaction of accomplishing something worthwhile motivates employees further. These are primarily non-financial rewards. Some of them are praise, recognition, responsibility and so on. Intrinsic motivation centers on psychological rewards, such as a sense of challenge and achievement, receiving appreciation and positive recognition (Burgess, S. and Ratto, M.L., 2003)

Herzberg's Intrinsic and extrinsic factors are fundamental ground for these motivation strategies. This theory was developed by psychologist Frederick Herzberg. He argues that potential rewards fit into two categories: hygiene factors and motivators, each having distinctly different implications for employee motivation. Hygiene factors are largely associated with the work environment while motivators are mainly related to the content of the job itself. Motivators are intrinsic factors directly related to the doing of a job such as the nature of the work itself, responsibility, personal growth, and the sense of achievement and recognition directly received by performing the work. While hygiene factors are extrinsic factors associated with conditions surrounding the job such as supervision, relationships with co-workers, working conditions, and organization policies and practices related to benefits and compensation. The theory

predicts that the intrinsic factors work only in the direction of increasing satisfaction and the extrinsic factors work only in the direction of decreasing dissatisfaction (Herzberg, F. (1968)

The two-factor theory proved an immediate hit with managers because it contains a relatively simple message: if managers want to motivate employees, they should focus on improving how the job is structured, what they do so that employees obtain positive job satisfaction. Simply taking care of the hygiene factors can prevent dissatisfaction but will have no effect on positive motivation (Houston, D.J. 2000).

The first groups of needs identified by Herzberg are related to the content of the job (job factors): The opportunity to accomplish something significant; recognition for significant accomplishments; chance for advancement; opportunity to grow and develop on the job; and the chance for increased responsibility. Herzberg called these factors the motivators or satisfiers since they appear to be effective in motivating employees to superior performance (Perry, J.L. 1996). The second set of needs identified by Herzberg includes those that relate to the conditions and environment in which work is done (work-centered): fair company policies and administration; supervisor who knows the work; good relationship with one's supervisor; good relationship with one's co-employees; fair pay; job security; and good working conditions. In contradiction to Maslow, Herzberg felt that individuals' lower-order needs are actually serviced by hygiene factors while motivators take care of the higher-order needs such as self-esteem and actualization.

2.2. THE ROLE OF MOTIVATION ON EMPLOYEE BEHAVIOR

The main objective of this section is to review literature regarding the relationships between the motivation strategies and perceived employee behavior. In this study two categories of organizational motivation strategies are considered: intrinsic and extrinsic. To begin with, managers and organizational researchers cannot avoid a concern with the behavioral requirements of an organization (Morrison, 1997). On top of this (Robinson, S. L. 1996) argues that, organizations have three behavioral requirements : (1) people must be attracted not only to join the organization but also to remain in it, (2) people must perform the tasks for which they are hired, and must do so in a dependable manner, this is to indicate that workers in the organization are required not to neglect their responsibility, (3) people must go beyond this dependable role performance and engage in some form of innovative behavior at work. In other words, for an organization to be effective it must come to grips with the motivational problems of stimulating both the decision to participate and the decision to produce at work (Perry, J.L. 1996).

While the concept of motivation have been frequently discussed in theoretical terms by different scholars in the field organizational behavior, empirical study on the effect of motivation strategies on employee perceived behavior is fairly recent. Prior studies have demonstrated that poor motivation practices are relatively common and those limitations in employee motivations are associated with a variety of negative employee behavior (Steers, R.M., Porter, L.W. 1996). Negative employee behavior is reflected in employee reduced job satisfaction, reduced organizational trust, increased turnover, decreased feelings of obligation to one's employer, reduced willingness to participate in organizational citizenship behaviors, and decreased work performance (Robinson and Morrison, 1995). Even though researchers have documented the direct impacts of poor motivation practice on employee behaviors, the processes through which it influence employee behaviors has received little empirical attention. Robinson (1996) explicitly indicated in her study that trust and unmet expectations as potential mediators of the relationships between poor motivation practice and employees' subsequent behavior in their organizations.

3. IMPORTANCE OF THE STUDY

This study provided the opportunity to review and reflect on the implementation of employee motivation strategies and their effect on perceived employee behavior. It is expected that this study will benefit the leaders in the organizations under study by providing an examination of the impact of the various motivation approaches on the consequent employee behavior that would in turn help to improve their strategies to retain qualified manpower. It is also expected that this study of motivation strategies will make a contribution to the knowledge Human Resource management best practice. More over, the study result will be used as a springboard for other researchers who wish to make a study on the same title, organization or both.

4. STATEMENT OF THE PROBLEM

Although human behavior is a vast and complicated subject, composed of different variables, Rainey, H.G. (1982), argue that it can be described as the total response of individual to various motivating forces. Regarding this Steers, R.M., Porter, L.W. (1996), strongly state in his study that, motivation is a highly subjective phenomenon. A comprehensive understanding of the way in which organization function requires at least some attention to be directed towards the questions like: why employees behave in the way that is counterproductive organizational interest? Why do employees develop resistance to changes in their organization? What are the factors contributing to the major organizational challenges like turnover, poor performances, absenteeism, careless of employees/neglect of their responsibility? Currently most public organizations in Ethiopia are in the process of implementing Business Process Reengineering .How ever, they are facing enormous challenge and resistance from the side of employees in the early stages of implementation processes. Though a number of variables are cited as a root cause for such employee resistance, scholars like Perry, (1996) and Robert, K., Angelo, K.(2007) strongly argue that lack of appropriate mix of motivational schemes in the organization capture the lion share. Therefore, organizations to be successful and competitive enough, they should motivate their employees by using the best mix of motivating factors .Normally different scholars recommend leaders in public organizations to make their own analysis and understand what their employees value as important motivator so that they can come up with the best mix of motivational factors and offer those things in the way that are compatible to their objectives.

Despite the relevance of the issue, the vast majority of research on work motivation tended and continues to concentrate too heavily on the private sector (Dixit, 2002). Moreover, much of the literature that relates to public sector motivation is theoretical where empirical research on how public employees are motivated and the impact of different types of motivation on public organizations' performance has received relatively little attention. Thus the purpose of this study is to provide insights upon the above-identified gaps of the literature with the overall objective to examine the effect of motivational strategies on perceived employee behavior.

4.1. RESEARCH QUESTIONS

In order to approach this topic three different central questions were raised:

- First, to what extent public organizations provide their employees with extrinsic and intrinsic incentives to work in their interests?
- Second, what are the impacts of organizational motivational strategies on perceived employee behavior?
- Third, which motivational schemes do employees' prefer concerning the motivators that public managers should use in order to improve performance?

5. OBJECTIVE OF THE STUDY

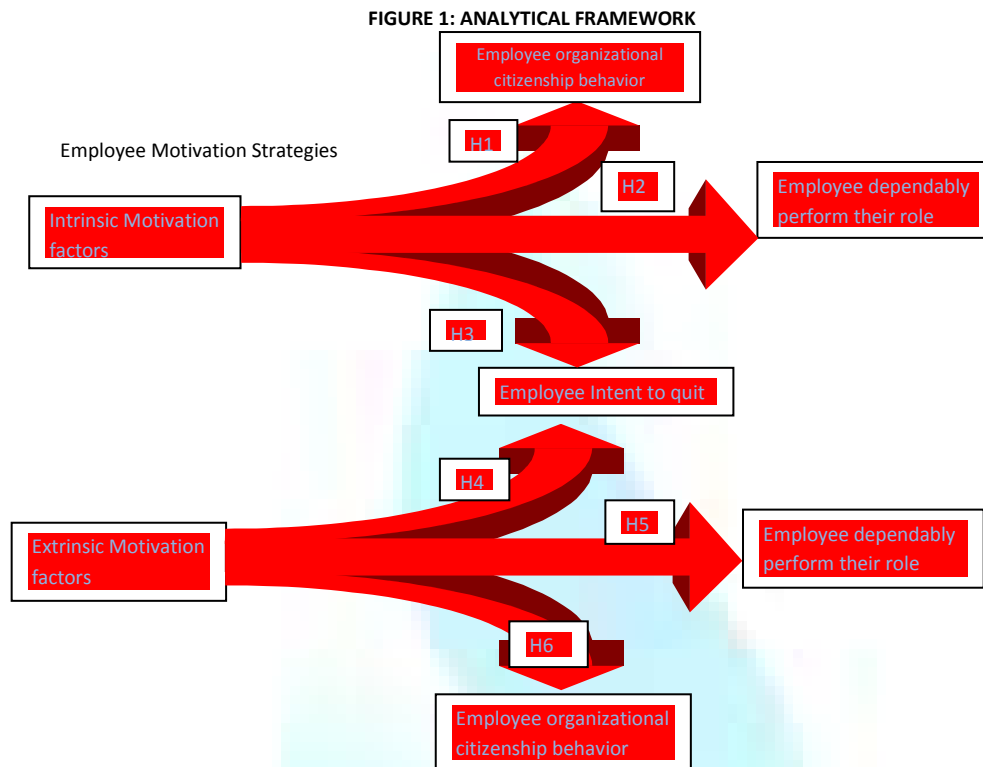
Even though there has been many studies on employee motivation and its relevance to organizational performance in various parts of the world, empirical researches designed to examine the potential impacts of various motivation strategies on perceived employee behavior in Ethiopian context is very limited. Thus, this study aims to examine the possible effect of organizational motivation strategies on perceived employee behavior like employee citizenship behavior, employee intent to quit and employee behavior to dependably perform their duties and responsibilities.

6. CONCEPTUAL MODEL AND HYPOTHESIS OF THE STUDY

Whenever a scientific research is under taken defining the dependent and independent variables is very crucial. Thus in the quantitative phase of this study Perceived employee behavior is treated as a dependent variable. Perceived employee behavior is operationalized in to employee citizenship behavior, employee intent to quit and employee behavior to dependably perform their duties and responsibilities. Where as the independent variable in the study is motivation strategy which is operationalized in to major constructs namely intrinsic and extrinsic motivational factors. In line with the various researches conducted in this area, it is expected that:

- H1: Intrinsic motivation factors are negatively related to intention to quit (employees' efforts to find alternative employment).
- H2: Extrinsic motivation factors are negatively related to intention to quit (employees' efforts to find alternative employment).
- H3: Intrinsic motivation factors are positively related to employees' behavior to dependably perform their job duties and responsibilities.
- H4: Extrinsic motivation factors are positively related to employees' behavior to dependably perform their job duties and responsibilities.
- H5: Intrinsic motivation factors are positively related to employees' willingness to engage in organizational citizenship behaviors.
- H6: Extrinsic motivation factors are positively related to employees' willingness to engage in organizational citizenship behaviors.

PERCEIVED EMPLOYEE BEHAVIOR



7. RESEARCH METHODOLOGY

Empirical mixed method research design with in the frame of positivist paradigm is chosen for the successful accomplishment of the research objective. Combining quantitative and qualitative (QUAN-Qual) methods in this research are intended to realize benefits like complementarities of information, enhancement of theoretical insight and validity of the data. Self administered questionnaire is prepared and distributed among 15 employees in the three public organizations for pilot testing for the sake its validity and reliability. The population of interest consists management and non management employees working in three public organizations in Amhara Regional State which had been experiencing challenges like turnover, poor performances, and absenteeism, careless of employees/neglect of their responsibility. The three organizations are namely: Bureau of Education, Bureau of Health and Bureau of Agriculture. Employees view on the motivational schemes provided by their organization and its implication on their perceived behavior were collected from sample of 48 respondents. The data gathered was analyzed using correlation, descriptive mean, and percentage computed by the help of Statistical Package for Social Science (SPSS)

8. RESULTS AND DISCUSSIONS

8.1. INTRINSIC AND EXTRINSIC MOTIVATIONS IN THE ORGANIZATIONS

The extent to which the organization provides intrinsic and extrinsic motivations was examined based on measurement items mainly identified during the classical study conducted by Herzberg (1968). These motivation dimensions were revalidated by Jurgensen (1978) and by Harvard Business Review (2003).

TABLE 1: RELIABILITY OF THE INSTRUMENT

	Mean	Cronbach's Alpha Based on Standardized Items	N of Items
Descriptive statistics for items measuring motivation	1.695	.966	8
Descriptive statistics for items measuring intent to quit	3.931	.938	6
Descriptive statistics for items measuring neglect of responsibility	3.974	.960	4
Descriptive statistics for items measuring employees' organizational citizenship behavior	3.964	.957	4

In this particular study, the motivation measure comprises eight items. Provision of fair wage, performance related benefit, collaborative work environment, transparent procedures, employment security, job accomplishment, job innovativeness, and Recognition.

Respondents were requested to give their opinion on how the amount of each motivation aspect their organization actually provided to make them work to their best. Responses were made on a five-point Likert scale that is to be scored as: 1 (Strongly Disagree); 2 (Disagree); 3 (Neither agree nor Disagree .This is to allow respondents with neutral opinion); 4 (Agree); and 5 (Strongly agree). The higher the value, the greater the extent of intrinsic and extrinsic motivational factor the organization applies to make its employees work to their best. Using SPSS version 20 response rates for the 8 items were analyzed ,mean scores were computed to form a scale, with lower values indicating a lesser extent of intrinsic and extrinsic motivational factors applied to make employees work at their best (X = 1.695, Variance. = 0.028). Cronbach's alpha for the scale was found to be 0.966.

Perceived employee behavior was measured based on three different dimensions like intent to quit, neglect of responsibility, and employee organizational citizenship behavior adapted from Williams, L. J. and Anderson, S. E. (1991) .Employees' intent to quit was measured using a six related item scale. The related items were aimed to measure the degree to which employees were actively devoting time and energy to find alternative jobs in some other organizations. The six items incorporate efforts made like: made a call to search job, sent CV to search a job ,reading news paper to search a job, made application, made interview, and informed a friend for recommendation. The average of all the six items were computed to arrive at a scale, where higher values indicating a greater employee

willingness and intent to leave their current organization. This fact is indicated in the table -1 (X = 3.931, variance. = 1.132 and inter item correlation 0.717). Cronbach's alpha for this scale was 0.938.

The employees perceived behavior considering willingness to dependably perform their job that is measured in terms of neglect of their responsibility. The researcher tried to approach this dimension with four related items. The items primarily target to measure the degree to which employees reduced their role and responsibilities or even develop dissatisfaction towards their job as a result of which they avoided performing some duties that is part of their normal jobs. The four items include: unnecessarily spend work hour, frequently absent from job, frequently delay to arrive at work station, and carelessly handle jobs. The averaged of the four items were computed using SPSS and form a scale (X = 3.974, variance. = 1.354), with higher values indicating greater neglect of their responsibilities. Cronbach's alpha for this scale was 0.96. Employee willingness to exhibit Organizational citizenship behavior is measured using four related items. These items are targeting to assess the extra-role and effort employees exert beyond organizational requirement as those efforts are essential for organizational success. The items include: willing to help tasks outside one's duty, interested to bring innovative idea, Initiative to give constructive suggestions, willing to defend the organization to other parties. The statistical summary shows that the items were averaged to form a scale (X = 1.964, variance . = 1.536), with lower values indicating a lower participation in organizational citizenship behaviors. Cronbach's alpha for this scale was 0.957

The correlations among the motivational factors the organizations understudy apply to motivate their employees and the perceived employee behavior show that organizations' consideration for intrinsic and extrinsic motivational factors are not independent: the two types of motivational factors significantly and positively correlated. As indicated in the correlation matrix the level of correlation among the dimensions utilized to measure this variables range from .603 to .864.

TABLE 2. INTER ITEM CORRELATIONS AMONG VARIABLES

		1	2	3	4	5	6	7	8	9	10	11
1.Fair Wage	Pearson Correlation	1	.864**	.732**	.680**	.639**	.658**	.603**	.638**	-.706**	-.750**	-.754**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
2.Merit based benefit	Pearson Correlation	.864**	1	.731**	.705**	.705**	.713**	.626**	.676**	-.689**	-.754**	-.753**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
3.collaborative environment	Pearson Correlation	.732**	.731**	1	.913**	.909**	.888**	.824**	.832**	-.841**	-.859**	-.910**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
4.transparent promotion procedures	Pearson Correlation	.680**	.705**	.913**	1	.909**	.865**	.845**	.853**	-.848**	-.888**	-.905**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
5.Secured employment	Pearson Correlation	.639**	.705**	.909**	.909**	1	.853**	.745**	.821**	-.782**	-.852**	-.879**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
6.The job provide feedback	Pearson Correlation	.658**	.713**	.888**	.865**	.853**	1	.827**	.856**	-.752**	-.805**	-.828**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
7.Creative Job	Pearson Correlation	.603**	.626**	.824**	.845**	.745**	.827**	1	.877**	-.845**	-.817**	-.865**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
8.Work evaluation based on explicit performance criteria	Pearson Correlation	.638**	.676**	.832**	.853**	.821**	.856**	.877**	1	-.839**	-.825**	-.885**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
9.Intent to quit	Pearson Correlation	-.706**	-.689**	-.841**	-.848**	-.782**	-.752**	-.845**	-.839**	1	.936**	.947**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
10.neglect of responsibility	Pearson Correlation	-.750**	-.754**	-.859**	-.888**	-.852**	-.805**	-.817**	-.825**	.936**	1	.952**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
11.ocb	Pearson Correlation	.754**	.753**	.910**	.905**	.879**	.828**	.865**	.885**	-.947**	-.952**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	48	48	48	48	48	48	48	48	48	48	48

** . Correlation is significant at the 0.01 level (2-tailed).

Further statistical analysis showed that the individual items in these two scales would better be combined into one scale with acceptable reliability level. This fact is evidenced in the table 1 where the internal consistency among the measuring items such as: Provision of fair wage, performance related benefit, collaborative work environment, transparent procedures, employment security, job accomplishment, job innovativeness, and Recognition are computed to be Cronbach's alpha of .966. Regardless of this fact, the researcher would like to use the two distinct scales, how ever, for two basic reasons. First, their theoretical discussion and scholars in the filed suggest that these are two separate domains of motivations organizations most likely apply to motivate their employees, so the comparison between the two sets of factors is substantively crucial in order to understand on which type of motivation factor would normally impact employee perceived behavior more. Second, treating the two kinds of motivation factors will help to clearly understand which type motivation do organizations apply more to motivate their employees and the rational ground behind these organizations to prefer one over the other. The implications of the two separate scales are discussed below.

Here the two sets motivational factors were separately regressed on the sets perceived employee behavior, employing ordinary least squares (OLS) estimates for the continuous variables measured on five point likert scale. Results of these analyses are presented in Table 3.

TABLE 3: REGRESSION TABLE: INTRINSIC AND EXTRINSIC MOTIVATION AS INDEPENDENT VARIABLES, INTENT TO QUIT, EMPLOYEE NEGLECT OF RESPONSIBILITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS DEPENDENT VARIABLES

Model	R Square	Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
		Beta				Lower Bound	Upper Bound
(Constant)	.822		-.907	40.289	.000	5.558	6.143
Extrinsic motivation, neglect of responsibility				-14.599	.000	-1.342	-1.016
Intrinsic Motivation, Neglect of responsibility	.738		-.859	31.826	.000	5.471	6.210
				-11.375	.000	-1.176	-.823
Extrinsic Motivation, OCB	.865		.930	44.596	.000	5.735	6.277
				17.134	.000	1.434	1.133
Intrinsic motivation, OCB	.819		.905	37.431	.000	5.727	6.378
				14.445	.000	1.274	.962
Extrinsic motivation, Intent to quit	.732		-.855	35.956	.000	5.124	5.731
				-11.203	.000	-1.109	-.771
Intrinsic Motivation, intent to quit	.733		-.856	35.147	.000	5.189	5.819
				-11.235	.000	-.993	-.691

Hypotheses 1, 2 and 3 suggested that intrinsic motivational factors would impact all three kinds of employee perceived behavior. Specifically, the provisions of intrinsic motivations were hypothesized to be negatively related to employees' intent to quit, negatively related to neglect of their responsibility, and positively related to employees' willingness to engage in organizational citizenship behaviors. These hypotheses were tested using Ordinary Least Square(OLS).In the

second, hypothesis 4,5, and 6 are hypothesized that extrinsic motivational factors would impact employee intent to quit, employee neglect of responsibility and organizational citizenship behavior. The results of these analyses are reported in Table 2. Overall the regression results in Table 3 were consistent with the correlations results that are documented in Table 2. Intrinsic motivational factors applied in the organizations were found to have significant and inverse relationships to the employee willingness to stay longer in the organization. Theoretically it is understood that the higher the motivational value the higher is employee willing to stay. However the reality in the case organizations depict that the three public organizations are found to be weaker in terms of applying intrinsic motivation factors as a result of which value of those factors fall below and employee intent to quit significantly increased that evidenced with higher score. Fit between these factors and the employee intent to quit were quite high and there were a larger number of significant regression coefficients, with strong patterns across the model. The models predicting Intrinsic Motivation and neglect of responsibility showed greater overall explanatory power. Fit for the models predicting consideration for employees not respecting their job and dependably performing their job. As indicated in table the regression coefficient of -.859 generally shows the intrinsic motivation applied by the organizations was again significantly and inversely related to employee neglect of their responsibility. The weaker motivational schemes the higher is neglect of responsibility and employee intent to quit in the case organizations.

Organizational citizenship behavior, were positively associated with the intrinsic motivational practice of the organization. The over all poor motivation strategies followed by organizations have reduced employee effort to exhibit citizenship behavior indicating direct relationship between the two variables (regression coefficient .905). The other motivation factor examined in the study is provision of extrinsic motivations, which was also less likely to be offered and was negatively associated with employee intent to quit. The second employee perceived behavior indicated in Table 3 associated with extrinsic motivation is that the circumstances of the neglect of their responsibility. The regression coefficient shows that the lesser extrinsic motivation provision in the organizations has contributed significantly to employee reduced effort and neglects their responsibility. Lesser motivational efforts have made employee neglect of responsibility higher. At last, the model has also revealed the association between extrinsic motivation provisions in the organization with employee willingness to involve in activities beyond their job requirement, willingness to help others, willingness to suggest improved work methods which are summarized as organizational citizenship behavior. The results suggest that unsatisfactory provision in the practices used to motivate employees could be attributed to negative employee attitude and non willingness to exhibit citizenship behavior.

9. FINDINGS AND CONCLUSIONS

This study examined the effect of employee motivation strategies on perceived employee behavior taking evidence from three public organizations in Amhara regional state, and provided evidence that shows employee motivational provisions are critical determinants of employee perceived behavior. As indicated in the correlation matrix, the extent to which the organizations provide intrinsic motivations to their employee and employee intent to quit were significantly and inversely related. The organizations' commitment to provide employees with the job that provide feedback, Creative Job, and work evaluation based on explicit performance criteria are all weak. Lack of appropriate intrinsic motivation systems has in turn significantly increased employee intent to quit where they were actively searching for another job in other organizations. This was proved with the correlation coefficients of -.845, -.839 and -.752^{**}. And thus support the first hypothesis. Regarding the provision of extrinsic motivation in the organizations again the correlation matrix revealed significant and negative relation with employee intent to quit. Hence these public organizations have a task of providing appropriate and proper intrinsic and extrinsic motivations to their employees. Hypothesis 3 and 4 were proved with the correlation coefficients of -.888- and -.825 from extreme values in the correlation matrix. Thus poor intrinsic and extrinsic motivation employed by the organizations have made employees to neglect their role, intentionally reduce their effort and not dependably performing their job. Furthermore, the findings suggest that there is direct relation ship between the level incentive and organizational citizenship behavior. Hence, organizations' intrinsic and extrinsic motivation provisions were lower and willingness on the part of employees to involve in organizational citizenship behaviors or playing extra role for better organizational performance was lower too. Thus hypothesis 5 and 6 are supported by the correlation coefficient in the correlation matrix.

Besides the correlation matrix the regression analysis was made in order to examine the extent of extrinsic and intrinsic incentives provision in the three public organizations. Thus the finding revealed that the managers in organizations under study try to motivate their employees more of on extrinsic incentive base specially through the provision of fair wages. This was indicated in the regression table where R square for extrinsic factors are relatively higher than those intrinsic factors (.822 > .738). However effectiveness of this strategy is found to be strongly weak to minimize employee intent to quit, reduce the level of employee neglect of responsibility and improve organizational citizenship behavior as their standardized regression coefficient is negative except for citizenship behavior. This result is consistent with the finding of related research works where the highest level of unemployment in Ethiopia, has created worst condition to increase the wage range to the level that would satisfy public servant. More over ,the study also revealed that lack of consistent provision in intrinsic / extrinsic motivation and failure to understand what really motivates employees in public organization has significantly contributed not only to neglect their role and responsibility (poor employee performance) in the short term, but also to permanent displacement of employees

10. RECOMMENDATIONS

Consistent with other research results ,the finding of this study have important implications for policy makers and leaders in public organization The first and most important implication of the study is that higher officials need a clear understanding of how intrinsic motivation and extrinsic can shape employee behavior and influence their intent to quit, minimize employee neglect in role and energize employees to exert maximal effort and play extra role beyond job requirement (help them to exhibit organizational citizenship behavior).

The other possible suggestion of this study is that leaders in public organizations should redesign motivational approaches in such a way that employees can easily observe relationship between their performance and the reward they get .The leaders should consistently identify superior performers and reward them accordingly. This is to mean that the Organization should create role clarity (awareness creation) for its employees regarding their jobs, what expected from them and what they would get out of doing such jobs. In addition to considering provision of extrinsic rewards contingent on performance, public managers should also pay appropriate attention to emphasize on the provision of meaningful, jobs that offers opportunity for creativity and personal advancement.

11. SCOPE FOR FURTHER RESEARCH

It is normal to see limitations in research outputs, like wise this study has got limitations and should be cited here for further study. This particular study has made examination on the relation ship between limited variables: intrinsic and extrinsic on the three employee behavior namely intent to quit, neglect of responsibility and employee willingness to engage in organizational citizenship behavior.. The research has overlooked the effect of some other variables like leadership style, government policy, economic condition, organizational financial strength and other environmental factors on employee behavior. More over other employee perceived behaviors like altruism (self sacrifice for public interest), compassion, employee commitment and others are also not incorporated. Thus, future researchers are highly recommended to pay attention on examining the effect of these overlooked variables and the mediating role of motivation between organizational environmental factors and employee perceived behavior.

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