

EFFECTS OF MOTIVATIONAL FACTORS ON EMPLOYEE PERFORMANCE: IN THE CASE OF OROMIA POLICE COLLEGE; ADAMA, ETHIOPIA

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Abstract

The purpose of this study was to investigate the effect of motivational factors on employee performance at Oromia Police College. The descriptive research method was employed as it was the appropriate method that enables the research to describe the effects of motivational factors on employee performance in Oromia police college and the explanatory research method goes on to identify the reasons for something that occurs. Primary data were collected utilizing survey questionnaires, interviews, and FGD from Oromia police college officers. Two hundred fourteen survey questionnaires were distributed to Oromia police college officers' respondents. Two hundred seven questionnaires were filled and properly received from the respondents. Data collected were analyzed with the use of percentages, frequency, regression, and regression coefficients. The major findings of the study revealed that the nature of work, working condition, salary, appreciation for work done, the opportunity for advancement, responsibility, leadership style, relationship with peers were motivational factors determine the level of employee motivation and employee qualification, the experience of employee, competitive working environment, job security, compensation package support from other colleagues, age and health condition, retirement and other benefits, task autonomy, performance-based pay strategy and righteously positioning were also major factors that determine the level of employee performance. The study also revealed that motivational factors have effects on employee performance. So it is recommended that Oromia police college managements come out with a reviewed and improved on motivational strategy whether monetary or non-monetary, to motivate employee consistently and regarding the level of employee performance determinant; it recommended that Oromia police college managements come up with reviewing and making improvement to bring change and betterment on employee performance and Since motivation have effects on performance, it is recommended that, properly implementing motivation strategy and making improvements on motivational factors leads to better performance.

Keywords: effects of motivational factors, employee performance; Oromia Police College.

1. Introduction

1.1 . Background of the study

Motivation is the most important matter for every organization public or a private sector. For the success of any organization, motivation plays an important role. All organization encounters the matter of motivation whether they are in the public or private sector (Chintallo and Mahadeo, 2013). According to Chaudhary and Sharma (2012) basically, the motivation word is derived from "Motive". The meaning of "motive" is needs, wants, and the desire of the persons. Gareth Jones, Jennifer George, and Charles Hill (2000) define motivation as "psychological forces that determine the direction of a person's behavior. David Myers (1996) defines motivation as "a need or desire that serves to energize behavior and to direct it towards a goal." Frank Hawkins (1993) defines it as "what drives or induces a person to behave in a particular fashion the internal force which initiates, directs, sustains, and terminates all important activities. It influences the level of performance, the efficiency achieved and the time spent on an activity." All of the definitions refer to stimuli that trigger the motivational process. Hawkins identifies also the properties of motivation such as it being an internal process with different roles in influencing behaviors (such as directing, initiating, sustaining, or terminating it), and with different degrees of expression at the level of intensity, quality, and speed in which the behavior is carried out.

Today organization can easily change their material, needs, goods, and services to other organizations, or to other countries. But the only one resource which is not easily exchangeable is human resources. We can say that human resources are very important or the most competitive assets of any organization that cannot be exchangeable. Human resources or human assets mean the workers or the employee of any organization. So, motivation is the main factor that affects the human resources of the organization. The organization should be motivating their employees for the best performance or for achieving the organizational goals. In fact, motivation is the best tool for the best performance. Today there are many discussions about motivation and the relationship of employee's performance. Motivation will lead to the fact that workers or employees of the organization will seriously do his duties and responsibilities (Azar and Shafighi, 2013). Attractive Salaries or pays also Valuable tools and play an important role to increase employee's performance and also increase the productivity of an organization (MUOGBO U.S, 2013). Motivation is one of the most important terms of psychology and most of the managers want maximum output and productivity. They tackle this is with a good way and motivate their employee in better ways. And also increase the cooperation between employee and managers, it also encourages their responsibilities. And also encourage participation in their subordinates, to take their responsibilities in better ways, and also help the overseas employee and monitor their performance. And motivate get their maximum interaction toward work and knowing employee's working capacity and assign work according to their capacity to get maximum productivity (Ali, Abrar, and Haider, 2012).

Employees play important role in customer perception about the organization. Customers interact with the employees and also carry out organization image in their mind through the behavior and attitude. Motivation is an important function which every manager performs for actuating the people to work for the accomplishment of the objectives of the organization. It is an effective

instrument in the hands of the manager for inspiring the workforce and creating confidence in it. By motivating the workforce, management creates a will to work which is necessary for the achievement of the organizational goals. The organization should be moving their attention toward employee motivation. But a better understanding effects of motivation is essential to any effort to describe, defend, or improve employee performance public organizations.

The main focus of this research is to investigate the effect of motivational factors on employees' performance at Oromia Police College. This study also offers significant insight into the employees, motivational factors, and its effects on performance.

1.2. Statement of the Problem

Because of this study, seeks to identify the various types of motivational factors needed by workers and whether workers affected by motivational factors and its effects on given employee performance. Motivation is seen as one of the most important factors in issues related to human resources management (HRM) and organizational behavior management (Nelson, 2013)

Employee motivation has long been one of management most difficult and important duties. Success in this endeavor is becoming more challenging in light of organizational trends to downsize and about the demands associated with managing a diverse workforce (Kreitner and Kinicki 1992). Employee motivation is a complex process as individuals are complex, diverse and often difficult to predict. Managers may lack knowledge in implementing successful motivational programs that increase performance and create a positive work environment. Although there are many types of motivation factors, management must identify with their associates (employees) on an individual level for successful programs. The objective of every manager is to increase production (performance) and efficiency to reach maximum results for the organization. Motivation for better performance depends on motivational factors such as nature of work, working condition, salary, recognition and reward, responsibility, leadership style and relationship with peers and professional growth (Boyett and Boyett, 2000). Employee motivation affects employee performance and a poorly motivated labor force will be costly to the organization in terms of lower productivity and performance, excessive staff turnover, increased expenses, frequent absenteeism and a negative effect on the morale of colleagues (Jobber and Lee, 2014). A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success. According to Oromia Police College (2018) human resource statistics unpublished reports one of the major problems is the issue of inefficient motivation; so many voluntary resignations, taking transfer, laziness, rumors and abstain among the employees are observed. If the Oromia Police College wants these individual to succeed and stay with the college; it must be identified motivational factors which mostly determine level of employee motivation and its effect on performance. The above problem initiates the researcher to conduct a research entitled with "effects of motivational factors on employee performance in Oromia Police College". And the main objective of the research work is to investigate the effects of motivational factors on employee's performance in Oromia Police College. Therefore, the research question to answer, what are motivational factors that determine level of employee motivation and what are effects of motivational factors on employee performance in Oromia Police College.

1.3. Research question

- What are factors that determine level of employee motivation in Oromia police collage?
- What are the effects of motivational factors on the employee performance in Oromia police collage?
- What are factors that determine of level of employee performance in Oromia police collage?

1.4. Objectives the study

1.4.1. General Objective

The main objective of the research work is to investigate the effects of motivation on employee's performance in Oromia Police Collage.

1.4.2. Specific objectives

The study specifically sought;

- To identify motivational factors that determines level of employee motivation in Oromia police College.
- To identify factors that determines the level of employee performance in the Oromia Police Collage.
- To measure the effect of motivational factors on employee performance in Oromia Police College.

1.5. Significance of the Study

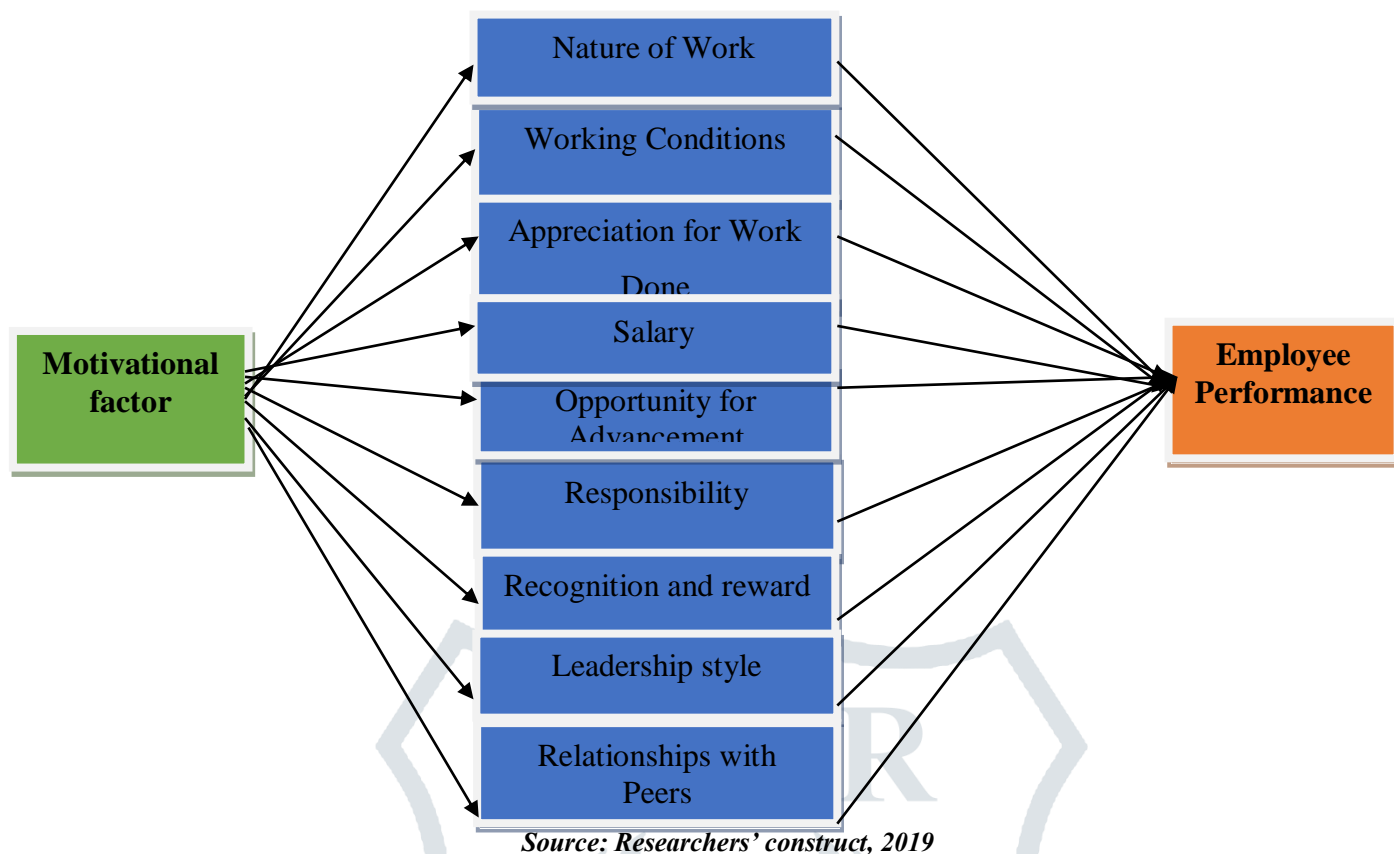
The output of this research essential for a police organization in general and Oromia Police College in particular hence it would contribute to understanding the effect of motivational factors on employee performance in Oromia Police College. Consequently, it tackles those factors of motivation. The study was also helpful for academics to enhance the existing knowledge about the effects of motivation on employee performance in Oromia Police College. The study was also used as a trace for the Oromia police commission to study the effect of motivational factors on employee performance at a regional level concerning the police. In addition to this, it was helpful as a reference or source of information for another researcher.

1.6. Scope /Delimitation/ of the Study

The study was to be conducted in Oromia Police College to investigate the effect of motivational factors on employee performance. Therefore, the study scope will be limited to Oromia police college motivational factors considered to have an effect on employee performance.

1.7. Conceptual framework

For the phenomenon of motivational factors and its effects on performance to be studied empirically, there is a need for a conceptual framework that pulls together the concepts of motivational factors and employee performance. The conceptual framework, as illustrated in figure below describes the underlying relationship. Motivational factors lead to performance and are influence by factors such as salaries, fringe benefits, responsibility, recognition and reward in the organization nature of work, recognition of work done, the opportunity for advancement, working conditions, leadership style, and relationships with peers concluded with a conceptual framework of the study. The conceptual framework provides a foundation for focusing on specific variables for the study. These variables are based on the literature reviewed on motivational factors and its effect on employee performance. The conceptual framework of the study is:



1.8 Operational Definition of Key Terms

The following words are adopted from different authors and operational in the thesis:

Motivation is generally defined as the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of an obstacle. (Human Resource Management 2010).

Performance is an effort along with the ability to put efforts supported by the organizational policies in order to achieve certain objectives.

2. RESEARCH METHODOLOGY

2.1. Research design

Research design essentially refers to the plan or strategy of shaping the research. Descriptive research design and Explanatory research design used in this study. Descriptive research involves gathering data, describes the phenomenon, and then organizes, tabulates, depicts, and describes data collection, in order to help the reader, understand the distribution of data (Cooper and Schindler, 2011).

Explanatory research design is a continuation of descriptive exploratory research and goes on to identify the reasons for something that occurs. The researcher goes beyond merely describing the characteristics, to analyze and explain why or how something is happening. Thus, explanatory or analytical research aims to understand phenomena by discovering and measuring causal relations among variables.

This research used both qualitative and quantitative research methods. This is because, as indicated in a mixed-methods design is useful to capture the best of both quantitative and qualitative approaches. As well Johnson & Turner (2003) have argued that the fundamental principle of mixed methods research is that multiple kinds of data should be collected with different strategies and methods in ways that reflect complementary strengths and non-overlapping weaknesses. They suggested also a mixed-methods study to provide insights not possible when only qualitative or quantitative data are collected.

2.1.1. Population of the Study

The populations of the study are aggregate of Oromia Police College members of all rank's workers. According to Oromia police college (2019) human resource statistics, the total population of Oromia Police College is 460 in number. Hence the researcher attempted to conduct a study on the effect of motivational factors on employee performance in Oromia Police College on a selected representative sample of the study population.

2.2. Sample size and sampling technique

2.2.1. Sample size determination

At present; Oromia Police College structured as one chief directorate, two vice of chief directorate which administrative and finance wing and academic wing, and one Regular and professional training institute with seven directorates. Under administrative and finance wing are namely human resource management directorate, purchasing, finance, and resource directorate, planning, budgeting, controlling, supporting, internal audit directorate and evaluation directorate and under academic wing are namely education and training directorate, research and consultancy service directorate, registrar directorate and information communication technology service directorate. Oromia Police College are organized in the form of the seven police directorate command with 391 male and 69 females; a total of 460 members.

The formula adopted a confidence level of 95% and the margin of error is therefore 5% which is acceptable in social science research. According to Taro Yamane (1967), sample size determination from a given population is mathematically $n = N / (1 + Ne^2)$. A total of 460 Oromia Police College workers are taken as sampling which 214 were selected by using proportionate stratified, random sampling techniques used through the lottery method to ensure proportional participation of respondents.

Purposive sampling techniques are applied based on the high rank and leadership experience from Oromia Police college officers. So, six (06) were selected for the interview. For focus group, discussion two groups (6-8 people per group) were selected and discussion was conducted. This enabled the researcher to gather all-rounded data at a time.

2.3. Data type and Sources

The data type for this study was used in both quantitative and qualitative data. Primary and secondary were used to investigate the effects of motivation on employee performance.

2.4. Tools of data collection

Data were collected using a questionnaire, Key informant interview, FGD, and document analysis.

2.5. Techniques of Data Analysis

The quantitative data, which have been collected via questionnaires, were presented using tables to describe and explain the research questions. Descriptive statistics were used by feeding the quantitative data into the statistical software program SPSS and analyze it in frequency and percentage to examine the occurrence. Rating systems are for strongly disagree - strongly agree is rated as 1-5 respectively.

Regression analysis was carried out to find the effects of motivational factors on employee performance used with the help of the statistical software program SPSS. The qualitative data obtained from the documents; FGD and semi-structured interviews were transcribed, edited, and organized around the subtopics derived from the research questions.

Furthermore, the data from the interview, focus group discussion, observation, and documents were triangulated, checked against the quantitative ones. Besides this, the findings were discussed and interpreted concerning the relevant literature.

3. RESULT AND DISCUSSION

This part presents the results and discussion of the empirical study. Results are presented concerning the effect of motivational factors on employee performance, at Oromia Police College.

Table1. Response rate of the questionnaires

No	Sample	Instrument/ Questionnaires					
		Distributed		Returned		Not Returned	
		F	%	F	%	F	%
1	Oromia Police collage officers	214	100	207	96.7	7	3.27

Source: Field Survey, April 2019

From the total 214 distributed questionnaires 207 were returned, the return rate is 96.73%. A total of 207 returned questionnaires were filled and no questionnaires left unfilled or discarded due to missing data. Therefore, a total of 207 questionnaires were considered for the study. In addition, a total six key informants were participated and two focused group discussions were managed.

3.1 Factors that determine level of employee motivation

Table.2. Factors that determine level of employee motivation

The respondents were asked to indicate how motivational factors determine level of employee motivation in the Oromia Police College.

No	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
1	Motivating with Nature of Work											
	21	10.1	148	71.5	10	4.8	20	9.7	8	3.9	207	100
2	Motivating with working conditions											
	21	10.1	135	65.2	11	5.3	31	15.0	9	4.3	207	100
3	Motivating with adequacy of Salary											
	30	15.0	144	55.1	30	14.5	20	9.7	12	5.8	207	100
4	Appreciation for work done are motivation											
	10	4.8	158	76.3	20	9.7	9	4.3	10	4.8	207	100
5	Opportunity for Advancement by organization											
	19	9.2	130	62.8	18	8.7	31	15.0	9	4.3	207	100
6	Authority to make necessary decisions in order to complete assigned tasks											
	9	4.3	154	74.4	11	5.3	20	9.7	13	6.3	207	100
7	Recognition and rewarded in organization as motivation.											
	11	5.3	143	69.1	11	5.3	22	10.6	20	9.7	207	100
8	Leadership style of the boss in the organization											
	21	10.1	145	70.0	9	4.3	13	6.3	19	9.2	207	100
9	Relationships of peers in the work place as motivation											
	19	9.2	142	68.6	12	5.8	27	13.0	7	3.4	207	100

Table.3, Above item 1 shows that 10.1% of the respondents strongly agree that nature of work determine their level of motivation, 71.5% were also agree, 4.8% are Neutral whilst 9.7 disagree and 3.9 strongly disagree that it doesn't determine their level of motivation. From the analysis, it is clear that the majority respondents agree with the statement. Regarding to the nature of work, the interviewees and FGD indicated that when the job performed by an employee is perceived to be important and less stressful, employee motivation level were on the increase. Thus, seems to suggest that Oromia Police College workers enjoy the work they do which conforms to Brian (2013) that good organizations are always trying to structure the work to match the nature of the work with the nature of the employee and to make the work as interesting and enjoyable as possible.

From the above table.3, item 2 as much as 65.2 % of the respondents were in agreed that working condition determine their level of motivation, and 10.1 % which are strongly agreed that working condition determine their level of motivation more. 4.3% strongly

disagree with working condition and another 15.0 % of the respondents are disagreed, the kind of working conditions that were not determine their level of motivation. And the remaining 5.3% of respondents is neutral. The interviewees and FGD indicated that majority of respondents were asked whether working condition i.e. health and safety, working time training, work-life balance among others determine their level of motivation them and remains which call for management to take a look at working conditions of its workers to ensure that there is improvement.

From the above table.3, item 3 it shows that 55.1% and 15.0% of the respondents were agreed and strongly agreed respectively that salary determine their level of motivation. Again 9.7% and 5.8% of respondents were disagreeing and strongly disagree respectively with that of adequacy of salary whilst 14.5% are neutral. Interviewees and results of FGD indicated that, financial incentives given to employee were motivated. This disagreed with the reinforces Frederick Herzberg (1968) doctrine that money is not a motivational factor: increased wages could produce more commitment to production but their effect was declared to be short-lived but commitment and involvement were to come from other factors - the motivational factors, such as the opportunity for personal growth, challenge in the job and, more recently, opportunities to join in the decision-making process.

Table.3 above item 4 shows that 76.3% of the respondents agree with that of appreciation for work done were determine their level of motivation. Again 4.8% of the respondents strongly agree with that of appreciation for work done determine their level of motivation. 4.8% are strongly disagreed and 4.3% are disagreed with that of appreciation for work done doesn't motivate them and the remaining 9.7 % of respondents are neutral. Interviewees and results of FGD indicated that, appreciation for work done one factors that determine the level of employee motivation. This suggest recognizes non-monetary incentives like appreciation of work and authorities must continue to use this motivational factor which agrees with Llopis (2012) statement that everyone wants to be noticed and recognized for their work, therefore employees are motivated to achieve to remain relevant and as such, employees are in search of new ways to learn, improve their skills and invest in themselves.

From table.3 above, item 5 it reveals that 9.2% of the respondents strongly agree and 62.8% of respondents are agreed with that the opportunity for advancement such as study leave with or without pay to study which determine their level of motivation, 4.3 % also strongly disagree, and 15.0% of respondents are disagree that it doesn't determine their level of motivation, the remaining 8.7% are neutral. The interview and FGD were said that personal development opportunities affect employee motivation considerably. Many employees Oromia Police College want to move forward with their career and not remain stagnant. Professional growth opportunities were as one of their highest drivers of motivation. The fact that greater number of workers values opportunity for advancement means that they want to fulfill their higher-level needs in the Maslow's (1946) hierarchy of needs and Locke (1968) goal setting theory which believes that the intentions to work towards a goal are major sources of work motivation.

Table.3, above item 6 shows that 74.4% of the respondents in agree that they are motivated when given a sense of responsibility at the work place and 4.3% of respondents were strongly agreed with that of responsibility which is determine level of employee motivation. Again 6.3% of respondents were strongly disagreed with the statement and 9.7% are disagreed with that of responsibility were not determine level of employee motivation 5.3% neutral who didn't see responsibility to be anything for them. The majority of respondents and both interviewees and FGD participants were show that responsibility (authority to decision making) also a factor that determine level of motivation. This agrees with Frederick Herzberg (1968) motivator hygiene theory which postulates that responsibility at work motivates employees.

Table.3, item 7 showed that respondents were also asked to ascertain whether recognition and reward of employees, were a source of motivation, 69.1 % and 5.3% respondents agreed and strongly agreed respectively on the fact that it was not only money that always serves as a motivational source but also recognition and reward of the individual. 10.6% and 9.7% were disagreed and strongly disagreed respectively that were recognition and reward not determine level of motivation and 5.3% were neutral. As interviewees and FGD participants indicated that rewards and recognition are essential factors in enhancing employee motivation and job satisfaction which is directly associated to performance. Recognition can be in the form verbal or written recognition of an employee's achievements, skills, or overall performance.

Table.3 item 8 shows that 70.0% and 10.1% of the respondents agreed and strongly agree are in favor of the leadership style of their superiors which serves as motivational factors and 6.3% and 9.2% of respondents were disagreed and strongly disagreed respectively. The remaining respondents of 4.3 % have been neutral. If leadership treat their subordinates right, it leads to high performance. As interviewees and FGD participants indicated that, how employees are treated is a strong determinant of employee motivation and performance and good leadership relation is an important factor in fostering employee motivation. Supporting the finding Lawler (2003) emphasizes that "treating people right is fundamental to creating organizational effectiveness and success.

The table.3, item 9 shows that 68.6% and 9.2% of respondents were agreed and strongly agreed respectively that they relate well with their peers which serves as determinant factors for motivation and 13.0% and 3.4% of respondents were disagreed and strongly disagreed respectively. The remaining 5.8% has been neutral. As interviewees and FGD participants indicated that, the need for information sharing between the employees cannot be over emphasized especially during major organizational changes, and organizational development. Inadequate or unreal relationships may cause a lot of gossip which makes the worker secondary employee. When employees are having a good relationship with each other it adds certainty and trust. Certainty and trust lead employee to motivation. This is very encouraging and should be maintain for the good of the service as it satisfies the social needs of the individual as proposed by the content theorist like Maslow, Herzberg, Alderfer and others.

Generally, motivational factors that motivate employee in Oromia Police College that identified from the questionnaires, interviewees, FGD and documents analysis were mentioned some of the factors were: nature of work, good working conditions, better wages and salaries, fringe benefits, bonus, retirement benefits, recognition, achievement, team work, respect, opportunity for advancement, responsibility, leadership style and relationships with peers, (Field Survey, 2019).

3.2. Factors that determine level of employee performance

The respondents were asked to indicate how those factors determine level of employee motivation in the Oromia police college.

Table 3 Factors that determine level of employee performance

No	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
1	Employee qualification											
	16	7.7	153	73.9	10	4.8	20	9.7	8	3.9	207	100
2	Employee experience											
	17	8.2	142	68.6	9	4.3	30	14.5	9	4.3	207	100
3	Working in a competitive environment											
	19	9.2	112	54.1	30	14.5	34	16.4	12	5.8	207	100
4	Compensation Package											
	9	4.3	160	77.3	20	9.7	9	4.3	9	4.3	207	100
5	Job security, permanent and reliable job position											
	17	8.2	133	64.3	17	8.2	31	15.0	9	4.3	207	100
6	Support from other colleagues											
	7	3.4	157	75.8	11	5.3	19	9.2	13	6.3	207	100
7	Age and Health Condition											
	9	4.3	147	71.0	10	4.8	20	10.1	20	9.7	207	100
8	Retirement and other benefits											
	21	10.1	146	70.5	8	3.9	13	6.3	19	9.2	207	100
9	Task autonomy											
	18	8.7	145	70.0	11	5.3	26	12.6	7	3.4	207	100
10	Performance-based pay strategy											
	19	9.2	130	62.8	18	8.7	31	15.0	9	4.3	207	100
11	Righteously positioning											
	9	4.3	154	74.4	11	5.3	20	9.7	13	6.3	207	100

From table .4, above item 1 that the majority of the respondents representing 73.9% and 7.7% responded agree and strongly agree respectively that their qualification determines their level of performance and 3.9% and 9.7% responded strongly disagree and disagree their qualification not determines their performance while 4.8% were neutral. The responses show that one's qualification can go a long way to enhance his/her performance. When one goes through education, development, and training to acquire a certain level of qualification, it will enhance his working ability all other things being equal. Interviewees and FGD results indicated that the qualification of an employee is the very important factors that can determine the level of employee performance and this in conformity with Campbell (1990) and Aguinis (2009) who suggested that individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge, and motivation. All three determinants of performance must be present for performance to reach high levels. If any of the determinants have a value of zero (0), then performance also has a value of zero (0).

As table.4, above item 2 show that 68.6% and 8.2% of respondents responded agree and strongly agree respectively and 4.3% and 14.5% of respondents strongly disagreed and disagree whilst 4.3% were undecided or neutral. The results of interviewees and FGD indicated that experience is a great asset that can improve an employee's performance. The longer the number of years' experience, the higher the level of performance all other things being equal.

The working environment is another determinant that could pose a serious threat to performance. From table.4, above the item 3 responses, showed that 54.1% and 9.2% of respondents were agreed and strongly agreed and 5.8% and 16.4% of respondents were responding respectively strongly disagree and disagree whilst 14.5% were neutral. The results of interviewees and FGD indicated that working environments in Oromia Police College are determinant factors that affect employee performance. This implies that the majority of the respondents believe that their working environment determines their level of performance. This agrees with the SHRM (2010) states that it is mandatory upon the employer to provide resources, opportunities, recognition, and an organized work environment for employees to be successful.

From the field survey, the result shows that 77.3% and 4.3% of the respondents were agreed and strongly agreed respectively this show that the kind of compensation package (financial and non-financial) determines their performance. This showed that it was not only money that always determines the level of performance. This disagrees with Armstrong (2007) stated that Taylor's theory of motivation to work is related to rewards and penalties which are directly connected to performance. 4.3% and 4.3% of respondents were disagreed and strongly disagreed respectively and 9.7% neither agree nor disagree as shown in table.4, item 4. Respect to the compensation package (financial and non-financial), the interviewees and FGD indicated that compensations as the most important inducement in people's decisions to accept or reject a job offer. It has the supremacy to attract, retain, and determine the level of individuals towards higher performance.

Table.4, item 5 show that 64.3% and 8.2% of respondents were agreed and strongly agreed respectively this implies that the majority of the respondents agree with the safety needs of Maslow's work, and believes that their job security determines their level of performance because as long as there is no hazard to their work and 15.0% and 4.3% of respondents were disagreed and strongly disagreed respectively whilst 8.2% are neutral. This shows that many employees perform well when they are

aware that there is no risk against their job so that they can have a free mind to concentrate on assigned tasks. Interview and FGD revealed that job security has become essential in employee and organization preference lists. The most desire of every employee is to keep their jobs for as long as they wish. In this view, it implied that job security is a determinant factor and key element that determine an employee's performance in Oromia Police College. Lack of job security is the reason for the high turnover of employees.

When respondents were asked to indicate whether the support receives from other colleagues determines their performance. From the field survey, the results show that 75.8% and 3.4% of the respondents were agreed and strongly agreed were believes that the support receives from other colleagues determines their level of performance, and 9.2% and 6.3% of respondents were disagreed and strongly disagreed respectively. This indicates that the support received from other colleagues has nothing to do with their level of performance and 5.3% of respondents have been neutral as shown in table.4, item 6. The result reveals that people need each other help as proposed by Abraham Maslow's (1946) hierarchy of needs i.e. a person's needs for affection, belong, acceptance, and friendship. When there is cordial relation among workers, it enhances their performance and an individual feel comfortable to interact and seek help when needed. Regarding the support receive from other colleagues, the interviewees and FGD indicated that the need for support from colleagues sharing experience between employees cannot be undervalued especially in police organizations. In police work nothing can be conducted alone, it really needs team spirit, solidarity, and unity. This is a very important factor, especially for police employee performance.

From table.4, item 7 above showed that 71.0 % and 4.3% of the respondents responded agree and strongly agree respectively that their age and health condition determine their performance followed by those which 10.1% and 9.7% of respondents are respectively disagreed and strongly disagreed. The remaining 4.8% of respondents have been neutral. This compared to data on the age bracket which reveals that the Oromia police college is having the vast majority of 99.5% between the age group of 20-50 who are young and energetic is a plus and they will be in a better frame of mind to deliver the quality of performance all other thing being equal. The interviewees and FGD revealed that age and the health condition of an employee are very important factors and in Oromia Police College; some departments need full health and youngest in an age such works are field training like gunfire, obstacle, gymnasium, and so on. Such works are always its deal with the hardship, that why age and health conditions are factors for their level of performance.

When respondents were asked to indicate whether their expectation of retirement and other benefits is a factor to determine their level of performance, from the field survey, the results show that 70.5% 10.1% of the respondents were agreed and strongly agreed with their expectation of retirement and other benefits determines their performance and 6.3% and 9.2% of respondents were respond disagreed and strongly disagreed respectively with retirement and other benefits were not factor to determine their level of performance otherwise whilst 3.9% been neutral as shown in table.4,item 8. This confirms surveys by the American Association of Retired Persons (AARP) which showed that most workers will work past superannuation age if offered flexible schedules, part-time hours, and temporary employment (Nelson, 1999). The interviewees and FGD indicated that retirement and other benefits for an employee like benefits include both monetary and non-monetary facilities to the employees such as pension benefits; medical benefits, etc. are very important factors that determine the level of employee performance

From the above table.4, item 9 show that 70.0% and 8.7% of respondents were agreed and strongly agreed that task autonomy determines their level of performance, and 12.6% and 3.4% of respondents were disagreed and strongly disagree respectively which task autonomy did not determine their level of performance. The remaining 5.3% of respondents were neutral. The results of interviewees, FGD, and document analysis indicated that task autonomy leads to an increase in the outcomes and performance effectiveness. The majority of respondents agreed with that task autonomy is the degree to which an individual is given substantial freedom, independence, and discretion in carrying out a task, such as scheduling work and determining procedures to follow (Hackman, 1980). Interviewees and FGD revealed that task autonomy is also conceptually distinct from empowerment, which is a psychological state that represents an individual's orientation with his or her work role (Spreitzer, 1996).

On the table .4, above item 10 shows that 62.8% and 9.2% of respondents agreed and strongly agreed respectively with using a performance-based pay strategy to determine their level of performance. 15.0% and 4.3% of respondents were disagreed and strongly disagreed respectively with a performance-based pay strategy that cannot determine their level of performance and the remaining 8.7% of respondents were neutral. Interviewees, results of FGD, and document analysis indicated that there is no performance-based pay strategy in Oromia Police College. All workers receive his/her monthly salary whether he/she worked full or part-time. This implies using a performance-based pay strategy can provide a worker with extra performance to do his job to the very best of his ability. If he knows he will receive extra money when achieving a target set by his supervisor, he will likely do everything in his power to exceed expectations.

The table.4, above item 11 show that 74.4% and 4.3% of respondents agreed and strongly agreed respectively with righteously positioning determine their level of performance and 9.7% and 6.3% of respondents were disagreed and strongly disagreed with righteously positioning were not determine their level of performance and the remaining 5.3% of respondents were neutral. Regarding righteously positioning; interviewees, FGD, and document analysis indicated that there is low righteously positioning in Oromia police college and this results in low employee performance.

In general, factors that determine employee performance, the questionnaires, interviewees, observation, and FGD indicated that the majority of respondents, interviewees, and FGD participants showed that the factors that determine of employee performance among employee in the Oromia police college were asked to mention some the factors in their opinion help them to perform their work better. They gave several of them which are presented below:

Employee qualification, the experience of employee, competitive working environment, job security, compensation package (i.e. financial and non-financial, support from other colleagues, age and health condition, retirement and other benefits, task autonomy, performance-based pay strategy and righteously positioning (Field Survey, 2019).

3.3 The effect of motivational factors on employees' performance (Regression Analysis)

The outputs in the table below represent a multiple regression to establish the effect of motivation on employee's performance in Oromia Police College.

3.3.1 Model summary

Table.4. Model summary

Model Summary^{c,d}

Model	R	R Square ^b	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	1.000 ^a	1.000	1.000	.00000	1.000	.	9	15	.

a. Predictors: relationship with peers, adequacy salary, nature of work, recognition and reward, appreciation for work done, responsibility, working condition, leadership style, opportunity for advancement

b. For regression through the origin (the no-intercept model), R Square measures the proportion of the variability in the dependent variable about the origin explained by regression.

c. Dependent Variable: performance

d. Linear Regression through the Origin

To examine the effects of motivational factors on employee performance the researcher conducted regression analysis. As data on Table 4.7 showed all the predicting variable does have 100 % of variation on employee performance where the effects were significant ($R^2 = 1.000$, $P < .000$). The coefficient of regression analysis ($R^2 = 1.000$) showed that an increase in employee performance by 100% could be explained by independent variable motivational factors. Hence motivational factors were the strong predictors of employee performance and motivational factors had a perfect relationship with performance.

3.3.2. Predicting role of Variables

Table 5.. Predicting role of Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Nature of work	.485	.000	.047	.	.00
	Working condition	.080	.000	.104	.	.00
	Adequacy salary	.512	.000	.133	.	.00
	Appreciation for work done	.432	.000	.521	.	.00
	Opportunity for advancement	.521	.000	.050	.	.00
	Responsibility	.759	.000	.070	.	.00
	Recognition and reward	.420	.000	.403	.	.00
	Leadership style	.008	.000	.193	.	.00
	Relationship with peers	.040	.000	.004	.	.00

From the analysis, the co-efficient value for the nature of work in the organization was 0.485. This means that all things being equal when the other independent variables are held constant, performance would increase by 48.5% if there is a 100% improvement made on the nature of work. This was statistically significant because it has a value less than 0.05 i.e. the variable (nature of work) is can make a contribution to the prediction of employee's performance.

From the analysis, the co-efficient value for working conditions was 0.080. This means that all things being equal when the other independent variables are seized constant, performance would increase by 8.0 % if there is a 100% improvement made in working conditions. This was statistically significant because it has a value less than 0.05 i.e. the variable (working conditions) is can make a unique contribution to the prediction of employee's performance.

From the analysis, the co-efficient value for salary was 0.512. This means that all things being equal when the other independent variables are held constant, performance would increase by 51.2% if there is a 100% improvement in salary. This was statistically significant ($0.00 < 0.05$) i.e. the variable (salary) is making a significant unique contribution to the prediction of the dependent variable (employees' performance).

From the analysis, the co-efficient value for the appreciation for work done was 0.432. This means that all things being equal when the other independent variables have remained constant, performance would increase by 43.2% if there is a 100% improvement in appreciation for work done. This was statistically significant because it has a value less than 0.05 i.e. the variable (Appreciation for work done) is can make a unique contribution to the prediction of employee's performance. a significant unique contribution to the prediction of the dependent variable (employees' performance).

From the analysis, the co-efficient value for the opportunity for advancement was 0.521. This means that all things being equal when the other independent variables have remained constant, performance would increase by 52.1% if there is a 100% improvement in opportunity for advancement. This was statistically significant because it has a value less than 0.05 i.e. the variable (opportunity for advancement) is can make a unique contribution to the prediction of employee's performance.

From the analysis, the co-efficient value for responsibility was 0.759. This means that all things being equal when the other independent variables are held constant, performance would increase by 75.9% if there is a 100% improvement in responsibility. This was statistically significant because it has a value of more than 0.05 i.e. the variable (responsibility) is making a unique contribution to the prediction of employee's performance.

From the analysis, the co-efficient value for recognition and reward was 0.420. This means that all things being equal when the other independent variables are held constant, performance would increase by 42.0% if there is a 100% improvement in recognition and reward. This was statistically significant because it has a value of more than 0.05 i.e. the variable (recognition and reward) is making a unique contribution to the prediction of employee's performance.

From the analysis, the co-efficient value for leadership style was 0.008. This means that all things being equal when the other independent variables have remained constant, performance would increase by 0.8% if there is a 100% improvement in leadership style. This was statistically significant because it has a value of more than 0.05 i.e. the variable (leadership style) is making a unique contribution to the prediction of employee's performance.

From the analysis, the co-efficient value for the relationship with peers was 0.040. This means that all things being equal when the other independent variables have remained constant, performance would increase by 4.0% if there is a 100% improvement in the relationship with peers. This was statistically significant because it has a value of more than 0.05 i.e. the variable (relationship with peers) is making a unique contribution to the prediction of employee's performance. Therefore, there is a relationship between motivational factors and performance, and motivational factors have effects on employee's performance.

1. CONCLUSION AND RECOMMENDATIONS

4.1 Conclusions

This research was intended to investigate the effects of motivational factors on employee performance in Oromia Police College. It was concerned with the current status of motivational factors such as nature of work, working condition, salary, appreciation for work done, the opportunity for advancement, recognition and reward responsibility, leadership style, and peers relationship, and factors that determine the level of performance like the qualification of the employee, the experience of employee, competitive working environment, compensation package (i.e. Financial and Non-Financial), job security, support from other colleagues, age and health condition determine performance, retirement, and other benefits, task autonomy, performance-based pay strategy, righteously positioning were considered and investigated effects motivational factors on employee performance. Descriptive research method and explanatory research method were used as it was the appropriate method which enables the research to describe and explain the phenomena, Along with both qualitative and quantitative research approach.

From the study findings and based on the objectives of the study, it can be concluded that the nature of work, working condition, salary, appreciation for work done, the opportunity for advancement, responsibility, leadership style, relationship with peers' factor were the main source of motivation for Oromia Police College. This is due to the service having a greater percentage of well-educated young and energetic people in the service with fewer people nearing the retiring age who seek ways to improve their lot. On factors that determine the level of employee performance such one's qualification of the employee, the experience of employee, competitive working environment, compensation package (i.e. Financial and Non-Financial), job security, support from other colleagues, age and health condition determine performance, retirement, and other benefits, task autonomy, performance-based pay strategy, righteously positioning determine performance among others combine with favorable motivational factors have effects on performance and vice versa.

Based on the findings of regression and correlation of this study, the effects of motivation on employee performance, the following conclusions were drawn. The results reveal that motivational factors such as nature of work, working condition, salary, appreciation for work done, the opportunity for advancement, leadership style, responsibility and relationship with peers are statistically significant ($p\text{-value} < 0.05$), which have positive effects on employee performance while indicate there was a good relationship between motivational factors and employee performance and the research results showed that motivational factors has effects on employee performance in Oromia Police College. The results of correlation analysis in this study have demonstrated that the motivational factors have a positive relationship with employee performance. This means that enhancing motivational factors positively improves employee performance.

4.2 Recommendations

Based on the findings of the study the following recommendations have been forwarded.

Depending on the finding of this study to identify motivational factors that determine the level of employee motivation revealed that the nature of work, working conditions, salary, appreciation for work done, the opportunity for advancement, recognition and reward, responsibility, leadership style, relationship with peers are the major motivating factors. Therefore, recommended that Oromia police college managements come out with a reviewed and improved on motivational strategy whether monetary or non-monetary, to motivate employees consistently.

The finding of this study; revealed that employee qualification, experience of employee, competitive working environment, job security, compensation package (i.e. financial and non-financial), support from other colleagues, age and health condition, retirement and other benefits, task autonomy, performance-based pay strategy and righteously positioning are also a major factor that determines the level of employee performance. Therefore, recommended that Oromia police college managements come out with reviewing and improvement to bring change and betterment on performance

Depending on the regression coefficients of this study; motivational factors such as the nature of work, working condition, salary, appreciation for work done, the opportunity for advancement, recognition and reward, responsibility, leadership style, relationship

with peers has a significant effect on employee performance. The relationship between motivational factors and employee performance has a positive relationship. Therefore, recommended that Oromia Police College must act to improve the level of motivation to increase employee performance level continuously.

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