



Effects of Employee Motivation and Maintenance Systems on Organizational Effectiveness in Oromia Broadcasting Network

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ABSTRACT

The objective of this study was to examine the effect of employee motivation and maintenance systems on the organizational effectiveness of Oromia Broadcasting Network (OBN). The study used descriptive and explanatory research design which incorporated both quantitative and qualitative research approaches to answer four research questions posed for the study. A stratified Simple random sampling method was used and total sample population was 192 permanent employees in OBN, which is situated at Adama Town. Data was collected by using both closed and open ended self-administered questionnaires. The results are analyzed and interpreted using SPSS software version 20. The scores are interpreted quantitatively and open-ended suggestions are interpreted qualitatively. The research indicated that Employee Motivation and Maintenance systems have an Effect on Organizational Effectiveness. The majority of the participants were not satisfied with their level of motivation in their Organization. All organizational effectiveness practices undertaken in organization were also not able to motivate its employees to attain their organizational effectiveness. The results of Pearson correlation showed a significant positive relationship between employee motivation, employee maintenance and organizational effectiveness at (p -value <0.01) and linear regression analysis also indicated that an organizational effectiveness can be predicted from the combination of both employee motivation and maintenance systems. The Variance analysis was used to investigate the variation on employee motivation and maintenance systems as a function of demographic factors. As Indicated by the finding, a significant difference in the level of employee motivation and maintenance systems has been noticed between managers and non-managers at $t(156)=-2.305$, $p=0.022$ and $t(156)=-2.814$, $p=0.006$ respectively. The study also founded that there were no good rewards and maintenance systems practices have been seen in the organization to motivate and maintain its employees which have an effect on organizational effectiveness. Therefore, the result recommends the organization to highly motivate and maintain employees since the more the employees are motivated to tasks accomplishment, the higher will be the organizational effectiveness and success. Finally, Since it is difficult to undertake research on all areas of HR at one time, the study, proposes further studies to be carried out on other areas of HR that were not covered in the study. Further studies should also be carried out in other branches of the organization.

Keywords: Motivation, Employee Motivation, Employee Maintenance Systems, Extrinsic motivation, intrinsic motivation, Effectiveness, Organizational Effectiveness

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1. INTRODUCTION

According to Webster's New Collegiate Dictionary, a motive is "something a need or desire that causes a person to act". "Motivate, in turn, means "to provide with a motive," and motivation is defined as "the act or process of motivating". Also motivation is a progression of moving and supporting goal-directed behavior (Chowdhury, 2007). It is an internal strength that drives individuals to pull off personal and organizational goals.

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al., 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them. Employees most stable and greasy challenges and this can be made possible through motivating them.

Modern markets are highly competitive and organizations regardless of their sizes are facing employee retention challenges. To overcome these restraints, a strong and positive relationship should be created and maintained between employees and their organizations. Therefore, HR maintenance system causes to decrease turnover and improve productivity. If an organization recruits the best people but they didn't maintained well, they easily leave organization (Kazemi, 1993, Mojtaba and Malikeh, 2013). On the other hand, the health committees could improve employees' safety and health (Syedjavadin, 2004); that it makes the employees to commit their organization. Therefore, it will be expected to make actions such as safety and

health in workplace, medical examination and sport plans by organization, lead to more employees' commitment.

Unless and until, the employees of an organization are satisfied, and motivated for the tasks fulfillment and goals achievement, no organization can progress or achieve success (Adi, 2000, Anka, 1988, Rothberg, 2005). Organizational effectiveness is the notion of how effectual an organization is in accomplishing the results the organization aims to generate. It plays an important role in accelerating organizational development. The goal model describes organizational effectiveness in terms of the extent to which an organization attains its objectives. According to Heilman and Kennedy – Philips (2011), organizational effectiveness helps to assess the progress towards mission fulfilment and goal achievement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. Markova and Ford (2011), mentions that the real success of companies originate from employees' willingness to use their creativity, abilities and know how in favor of the company and it is organization's task to encourage and nourish these positive employee inputs by putting effective reward practices in place.

The highly motivated employees serve as the competitive advantage for any company because their performance leads an organization to well accomplishment of its goals (Rizwan and Ali, 2010). Luthans (2000), highlights two types of rewards which are financial (extrinsic) and non-financial (intrinsic) reward and both can be utilized positively to enhance employees performance. Financial

rewards means pay-for-performance such as performance bonus, job promotion, commission, tips, gratuities and gifts etc. Non-financial rewards are non-monetary/non cash and it is a social recognition, praise and genuine appreciation etc. Lotta (2012), agrees that financial incentives are, indeed, effective in motivating employees. Also, Ojokuku and Sajuyigbe (2009), find out that financial incentives (pay satisfactions dimensions) have significant effect on employees' performance. But, Perry et al., (2006) discovers that financial reward is not the most motivating factor and financial incentives have a demotivating effect among employees (Srivastava, 2001). Nelson (2004), notes that praise and recognition are the most efficient intrinsic reward that enhance employee's performance.

Based on a different content or needs theories used for the study, the factors that enhance employee motivation and maintenance are supervision-human relations, supervision-technical, company policies, co-workers, empowerment and recognition, safe working conditions, training and information availability and communication to perform actions, activity, independence, variety, social status, moral values, security, social service, authority, ability utilization, responsibility, creativity, and achievement.

The purpose of this study is to examine the effect of employee motivation and maintenance systems on the organizational effectiveness in the case of Oromia Broadcasting Networks.

1.1. Statement of the Problem

Media play vital role in the overall development of a country. Media organizations have the responsibility of helping developmental activities. The contribution of media workers, especially the contribution of journalists is substantially high. To achieve their

national and organizational objectives, media organizations need to motivate their employees.

Many organizations are faced with the problem of maintaining employees. How well an organization motivates and maintains its workers in order to achieve their mission and vision is of paramount concern. It is expensive to replace employees who leave for greener pastures or are lured away by other organizations. Employees in both public and private sector organizations are becoming increasingly aware that motivations and maintenances increase productivity. From the foregoing and looking at today's economic trend, it is evident that the pace of change in our business environment presents fresh challenges daily. There are new technologies and innovations emerging every moment everywhere. Companies are obliged to assess the manner in which they communicate to their employees. At the same time, there is also a need for these companies to organize the tasks at hand, design systems and processes, and re-evaluate and improve current management styles (Harmon, 2007).

Within an organization, the best performance is feasible with most committed employees that can only be achieved through employee motivation. Kreitner and Kinicki (2004), also explain that motivation depends on certain intrinsic, as well as, extrinsic factors which in collaboration results in fully committed employees. "There is a need to provide employee the kind of environment where he/she can perform effectively" Mengistu, (2005). All organizations want to be successful, even in current environment which is highly competitive. Therefore, companies irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. If the employees are not satisfied with

their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success.

According to Mullins (2005), effectively motivating employee is one of the most important functions of a manager. Based on my observation, as a member of OBN, this organization has a serious problem of employee motivation and maintenance systems. On different organizational meetings the issue of employee motivation and maintenance is a serious agenda. As the Human Resource (HR) data of the organization indicated, the organization faces with a high rate of staff turnover each year and this leads to poor employee performance; which, in turn, has impacts on organizational effectiveness; for that employees were get disrupted on their daily work effectiveness. Additionally, the organization is characterized with its limited opportunities for advancement and due to the current competitive labor market it is not able to satisfy its employees through effective compensation practices to motivate them, and no safety, health care and social wellbeing activities exist to maintain its employees. It doesn't appear that things will get any better in the future. The loss of employees represent a loss of skills, knowledge and experiences which can create a significant economic impact and cost to organizations as well as affecting the needs of customers and audiences.

This study, tries to link employee motivation and maintenance system level with the organizational effectiveness to fill the gap that exists within the organization as mentioned in the above paragraph; to reduce its current employee high rate turnover and to attract new talented ones.

Despite these, no research work has targeted to investigate the effect of Employee motivation and

maintenance systems on organizational effectiveness in OBN, at least to the best knowledge of the researcher.

To this effect, in this study, the researcher tried to assess the effect of employee motivation and maintenance systems of OBN employees on organizational effectiveness.

1.2. Objective of the Study

The main objective of this study is to analyze the effect of Employee motivation and maintenance systems on organizational effectiveness in OBN.

To achieve the general objective, the following Specific objectives are divided:

- To Asses the level of Employee motivation and maintenance systems in OBN.
- To Examine the Level of Organizational Effectiveness of OBN
- To determine the extent to which employee motivation and maintenance systems are related and affect an organizational effectiveness.
- To investigate the variation on employee motivation and maintenance systems as a function of demographic factors.

1.3. Research Questions

Corresponding to the problem of statement in addressing of the objectives set, this study is attempting to answer the following research questions:-

- What is the level of employee motivation and maintenance systems in OBN?
- What is the Effectiveness level of Organization in OBN?
- Do employee motivation and maintenance systems have relations and effect on the organization effectiveness in OBN?

- Do employee motivations and maintenance systems differ as a function of demographic factors?

1.4. Significance of the Study

Employees play a crucial role on the effectiveness of any organization. This research was, insightful and would make significant contribution to the media industry; because of its emphasis on the effectiveness of motivation and maintenance systems of organizational employees. The importance of rewards, to motivate for tasks accomplishment and to what activities and process are employees satisfying with different dimensions of their jobs for the attainment of the organizational effectiveness and success. Having an understanding of the attributes that contribute to effectiveness can help organization to manage well their Employees' having to do with areas such as supervision-human relations, supervision-technical, organization policies, co-workers, recognition, safe working conditions, training and information availability and communication to perform actions ,activity, independence, variety, social status, moral values, security, social service, policy, safety, work flow, authority, ability utilization, advancement, compensation, responsibility, creativity, and achievement.

Finally, the researcher contends that the finding of this study would make the concrete recommendations to OBN; to reduce their serious problems of employee motivation and maintenance systems and to increase their organizational effectiveness. It would provide an insight into the fact that how the talented employees are attracted and existing employees are motivated and maintained for the long time within the organization by establishing strong and good relationship between employees and their

organization which could be enhancing effectiveness within the organizations. Moreover, the finding would also be helpful for further research and exploration of new ideas in the field.

1.5. Scope of the Study

The Research scope for this study is limited to examining the effect of employee motivation based on extrinsic and intrinsic motivation, and employee maintenance systems on organizational effectiveness. Geographically, the scope of the study is delimited to employee of OBN that situated at head office in Adama city. The work force to be covered within the context of the research includes permanent and management staffs as well as all educational level are the target study population.

Beside this, the study in its scope has benefit to all branches of the OBN organizations, to have more attention given first to their human resource, and also help for further study on the issue of solving the problems in employee motivation and maintenance systems to other researchers.

1.6. Operational Definition of Terms

Motivation: is the set of forces that cause people to behave in certain ways. (Aswathappa, 2008).

Employee Motivation: is the one of policies of managers to increase effectual job management amongst employees in organizations (Ramesh,J, Jayakrishman, 2010)

Employee Maintenance Systems: is the process of designing safety, medical care plans and welfare actions (Syedjavadin, 2004).

Intrinsic Motivation: occurs when forces within an individual results in certain behavior and involves performing work for its own sake (Jones et al., 2006).

It is the psychological rewards which is determined by the actions and behavior of individual managers

Extrinsic Motivation: is behavior, which results from external forces, and takes the form of rewards or punishment (Jones et al., 2006). It is tangible rewards which determined at the organizational level and outside the control of individual managers

Effectiveness: Composition of people which formulates independent business identity for some specific purpose, getting desired outcome within defined resource and the likelihood of achieving the intended objectives of an activity, policy or other intervention.

Organizational Effectiveness: is the notion of how effectual an organization is in mission fulfillment and goal achievement, accelerating organizational development, organizational commitment and the extent to which an organization, by the use of certain resources, fulfils its objectives without depleting its resources and without placing undue strain on its members and/ or society.

2. Conceptual Framework

Employee motivation and maintenance systems are the two independent variables and would be examined based on their own factors independently. The dependent variable is an organizational effectiveness.

Independent Variables

Dependent Variable

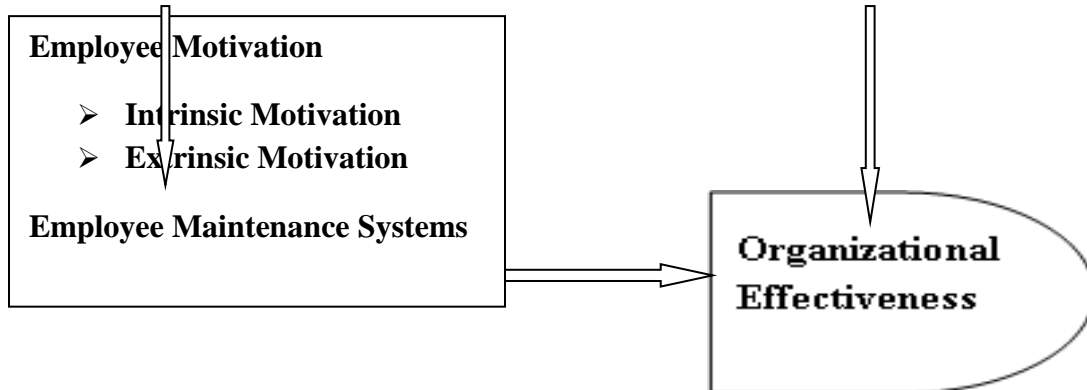


Fig.1: Conceptual Model of the study

Source: Designed By the Researcher

3. RESEARCH METHODS

3.1. Background of the Study Area

The OBN has been established in 2007 under proclamation number 113/1998 as the Oromia Mass Media Organization. And after few years, it has been renamed as the Oromia Radio and TV Organization

under proclamation number 164/2003. Oromia Radio started operation on 24 February 2007 and inaugurated Oromia TV on 24 February 2008, while finfinne FM has been inaugurated on April, 2009.

OBN has been founded with the mission of providing news and current affairs, entertainment and educational programs to play vital roles in building

image of Oromia , development ,and developing democracy as well as creating countrywide attitude using electronic media.

The vision of OBN states that in 2020, it would be the best choice of information source in Oromia, to be competent media at national level and to be growing media in east Africa as well as being an institution that would play greater role in promoting socio-economic activities of Oromia.

OBN delivers news and current affairs, educating and entertainment programs, promotion services, air time selling, renting studio and transmission equipment, live production services, documentary production services and selling archives among others.

The organization undertakes its duties based on honesty, responsibility, transparency, cooperative work, participatory, fair and square and work for change as its core values on which its activities are based.

ORTVO has been working /is working to modernize its services that it has introduced the tapeless (AVID) technology with its HD studio. It transmits from Finfinne city and adama town. OBN broadcasts in Afan Oromo, Amharic and English languages where afan Oromo takes the lion's share of the coverage. Currently transmission coverage of AM radio has reached 75-85%, SW radio has reached 100% and FM has reached 75% and the television on terrestrial transmission, covers 70-75% of Oromia and on satellite it has reached 100% where it reaches Middle East ,Europe ,North America, Australia, New Zealand and the Caribbean countries.

One can find OBN on **Amos Satellite at C-Band** 5,17⁰ east, frequency 3626 MHZ symbol rate 2000 MBand, polarization vertical and FEC ¾. You can also find ORTVO on NSS satellite. NSS 12,57⁰ east, frequency – 4026 MHZ, symbol rate-2963 MB and

polarization – horizontal FEC-3/4. It is also found on Thaicom Satellite. 78.5⁰ east frequency 3640 MHZ, symbol rate 28066 MBand, polarization –horizontal, FEC-3/4.

On the other hand on **the KU-Band**. Amos 5,17⁰ east –frequency 12216 MHZ, symbol rate-27500 Mbands, polarization vertical, FEC-3/4, NILE SITE 102,7⁰ west frequency 12380 MHZ symbol rate 27500 Mband, polarization horizontal FEC ¾.galaxy 19,97⁰ west frequency 11966 MHZ, symbol rate 22000 Mband , polarization horizontal, FEC- 3/4.

OBN has five main departments. They are:-

1. News and Current Affairs Department
2. Educational Programs Department
3. Finance and Administration Department
4. Entertainment Programs Department
5. Technology Department

The organization, in addition to its offices in Adama town and Finfinne city, has branches in capital cities of Oromia Zones with the exceptions to the Oromia Special Zone surrounding Finfinne and East Shoa Zone. OBN has 143 employees at zonal offices where as 466 are those working in Finfinne and Adama offices.

There are also 30 freelance employees where ten of them are females. OBN in general, has 639 employees all together among whom there are 112 females. The organization is working to equip itself with modern media technology and work to realize renaissance of the country. It is also reaching the public through its FM Radio Stations in Finfinne, Adama, Harar, Chiro, Shashamane, Jimma, Shambu, Dambidolo, and Ya'abelo Towns. It believes that it has been serving the public and would continue its contributions.

Concerning, its human resource management (HRM) systems; the study has been undertaken based on its

permanent employees who are working at head office of Adama for the convenience of the research progress. OBN as a head office in Adama has a total permanent employee of 384 where 92 are females.

This Research has been undertaken for the purpose to observe the effect of employee motivation and maintenance systems on its organizational effectiveness; to see its current overall performance in relation to its existing employees.

3.2. Research Approach

This study, was adopted both a quantitative and qualitative research approaches, which are aligned with the objectives of the research that it aims to attain. The quantitative approach has several advantages. First, it is highly structured, which allows for the cost efficient and less tedious data analysis (Schutt, 2006). Typically, close ended questions were posed in the survey questionnaire which is the tool through which the quantitative approach was carried out. Such questions are direct and offer concrete options which the respondent may choose from to represent his view on the subject (Creswell, 1994). In addition, the quantitative approach allows for the computation of statistics, from whose interpretation are derived the conclusions of the study. The qualitative research also, helpful for respondents to give their suggestion freely if they have any additional information to the investigation.

In the context of the present research, the main intent was to assess the influence of intrinsic and extrinsic Motivations, and employee maintenance systems on OBN employee's performance and organizational effectiveness. The thrust is to be able to generalize for all employees belonging to this sector. In addition, the intent is not to understand the experiences of the employees in an in-depth manner but rather to make statistical generalizations from the

data. Thus, it is decided to adopt both a qualitative and quantitative research approaches for this purpose.

3.3. Research Design

The research design that was used in the study is descriptive and explanatory. Descriptive research permits the explanation of phenomena as they naturally transpire and without intervention from the researcher (Bernard, 2005). In effect, the intrinsic and extrinsic motivations, and employee maintenance systems being experienced by journalists were described as they naturally occur within their workplaces. To enable such a description of motivations, and maintenance, frequency and percentage distributions, along with means and standard deviations have been used (Teddie & Tashakkori, 2008).

In addition to being descriptive, the study is also said to be co relational in design because there is intent to establish the relationship between intrinsic and extrinsic motivation's, employee maintenance systems on one hand, and the organizational effectiveness on the other. A co relational type of research design aims to ascertain if there are significant associations between four variables (Reid, 1987).

The Multiple standard regressions, independent t-tests and analysis of variance (ANOVA) is used to answer the research questions set in the study and to examine the predictive power of each independent variable on organizational effectiveness.

There are three key parts which was utilized as independent variables for this study: intrinsic motivation practices (job dimensions', esteem needs, self actualization), extrinsic motivation practices (work and environment, reward dimension's, supervision and employee relations, development

growth, organization policies), and employee maintenance systems practices (security, social service and safety), and the dependent variable is organizational effectiveness. The organizational effectiveness (the dependent variable) depends on the influence of other variables. This survey was used to gather data relating to the intrinsic and extrinsic, maintenance features of all the staff in OBN, that is the well known government media in Oromia Regional State. These features are important if organizational effectiveness is relevant to fulfillment for them at work and in life.

3.4. Study Populations and Sampling

Stratified Simple Random Sampling Technique is used to select sample from the target population which in hand depend on the total permanent employee found in OBN. The main reason to select permanent employees purposely was they are expected to knowhow more about the organization than other non permanent employees, and to increase the response rate of questionnaire; permanent journalists and employees are expected to provide sufficient information; even though, when on the fieldwork they might be more responsible than other to return their questionnaire within an assumption to keep the confidentiality of the organization. The total permanent employees in OBN are 384 which are divided into five departments. The study populations for the survey from each department were selected

Table 1: The size of permanent employee of OBN in departments'

No	Department	Popula tion	Proport ion (%)	Sample size	male	Proport ion (%)	female	Proporti on (%)
1	Technology	90	0.23	45	36	0.19	8	0.04
2	News and Current Affairs	111	0.289	56	48	0.25	8	0.04

proportionally in order to give equal chances to respondents (see on table 1).

The following formula is used to select the appropriate sample size based on 95% confidence level and 5% margin of error or level of precision.

$$n = \frac{z^2 * p * q * N}{e^2(N-1) + z^2 * p * q}$$

Source: Kothari, 2004

Where, p = sample proportion, $q = 1 - p$; z = the value of the standard variance at a given confidence level and to be worked out from table showing area under Normal Curve; n = size of sample. Based on this, the sample size for the study is calculated as follow:

Given: At 95% confidence level the value of $Z=1.96$, P = the population proportion (assumed to be .50 since this would provide the maximum sample size). $N = 384$ which is population size, $e = 0.05$ which is acceptable sample error.

$$192 = \frac{1.96^2 * 0.5 * 0.5 * 384}{0.05^2(384 - 1) + 1.96^2 * 0.5 * 0.5}$$

So, based on the above formula a sample of 192 is selected from the target population and participated in the study which was a sample of both employees and managers. The sample size obtained is allocated to all departments' of the organization proportionally to their population size as the following in the table.

No	Department	Population	Proportion (%)	Sample size	male	Proportion (%)	female	Proportion (%)
3	TV Programme	57	0.148	28	25	0.13	4	0.02
4	Radio Programme	30	0.078	15	9.6	0.05	6	0.03
5	Finance and Administration	96	0.25	48	31	0.16	17	0.09
Total population		N=384	100%	n=192		78%		22%

Source: from Data of HR in OBN, 2018

3.5. Data Collection Procedures and Instrument

There are two methods of data collection which were used in the research, namely, secondary and primary data collection.

Primary data were collected through the use of self-administered questionnaires. A questionnaire consisted of a number of questions printed or typed in a definite order on a form or set of forms. This method of data collection had the advantage of low cost, it was also proven to be free from bias of the interviewer, it also gave the correspondence adequate time to give well thought answers and since large samples could be made use of, the results were more dependable and reliable (Kothari, Omolon, 2015). There were a total of 34 questions in the instrument used, Survey items distributed to respondents. A total of 192 accomplished questionnaires were distributed to OBN.

Before administering the questionnaires, the necessary approval from OBN organization to seek for its employees to served as respondents.

To examine the effect of employee motivation and maintenance systems on organizational effectiveness in OBN the survey method was applied. Questionnaire I have designed comprises of three sections. First section was related to the personal profile of the respondents including their age, gender,

education level, position, experience etc. which is measured by nominal scale. Second section was related to the questions relevant to variables namely motivation, maintenance and organizational effectiveness measured by 5-point Likert scale ranging from 1 (strongly dissatisfied) to 5 (strongly satisfied) was used to measure responses. Third section was the open ended questionnaire which is related if any other factors of motivation that were not included in close ended questionnaire of section two to give the chance to the respondent if she/he had any additional information.

Secondary data, on the other hand, was used as well to describe different motivation and maintenance theories and factors. They were collected from different books, journal articles, website, and published dissertation papers of the graduates, OBN manuals, magazines, billboard, and employee data.etc.

The online references were downloaded from databases such as Google. The data were initially screened for relevance based on their titles, and re-screened manually after downloading.

The short form of the Minnesota Satisfaction Questionnaire (MSQ) was used in measuring level of motivation and maintenance. The instrument is the seminal work of Weiss et al., (1967). The researcher

chose this instrument because it represents the most comprehensive types of rewards that are not found in other measures. Based on Weiss et al., (1967) report, the following are the items of the short form of the MSQ and the corresponding categories: -

Being able to keep busy all the time for Activity; The chance to work alone on the job for Responsibility; The chance to do different things from time to time on Variety; The chance to be “somebody” in the community for Social Status; The way my boss handles his/her workers on Supervision (HR); The competence of my supervisor in making decisions for Supervision (Technical); Being able to do things that don't go against my conscience for Moral Values; The way my job provides for steady employment on Security; The chance to do things for other people for Social Service; The chance to tell people what to do on Authority; The chance to do something that makes use of my abilities on Ability Utilization; The way company policies are put into practice for Company Policies; My pay and the amount of work I do on Compensation; The chances for advancement on this job on Advancement; The freedom to use my own judgment for Independence; The chance to try my own methods of doing the job for Creativity; The working conditions for Working Conditions; The way my coworkers get along with each other on Co-workers; The praise I get for doing a good job on Recognition; and The feeling of accomplishment I get from the job for Achievement.

3.6. Ethical Consideration

In order to enhance standards in research, the following ethical issues were considered: informed consent, voluntary participation, privacy, and confidentiality.

3.7. Validity and Reliability of Data Collection Instrument

The two most important and fundamental approaches for assurance of the quality of data collection research instruments are validity and reliability. In order for results to be used in further research steps they must be valid and reliable.

3.7.1. Validity

The researcher tries to adapt the data collection instrument from different literatures which helps to assess employee motivation and maintenance level. To test the validity of survey questionnaire the researcher used content validity test. Six subject matter specialists in the area (Organization managers, Journalists and University instructors) were provided to check for its validity.

Generally, in this approach, the panelists were invited to rate the items on a three-point scale (1= not necessary, 2= useful but not essential, and 3= essential), where ‘essential’ items were the one that best represent the goal. The formula for computing the CVR, as originally proposed by Lawshe (1975), is expressed as:
$$CVR = \frac{ne - N/2}{N/2}$$

Where ne= number of panelists indicating ‘essential’ and N= total number of panelists.

According to Lawshe (1975) minimum content validity ratio for 6 numbers of panellists CVR of 0.99 was acceptable. The survey measuring instrument for this research was 0.99 and is valid. However based on comments of panellists some statements were rephrased and the layout of the questionnaires was modified so as to make easy for understanding.

3.7.2. Reliability

3.7.2.1. Reliability from the Survey of Questionnaire

The Cronbach's coefficient Alpha was used to determine the consistency of measurement of each item. Result of this in Cronbach's Alpha Value is presented as shown in Table 2 as in the following.

Table 2: Cronbach's Alpha Value (n=158)

<i>Variable</i>	<i>Items</i>	<i>Cronbach's Alpha Value</i>
Intrinsic Motivation	10	.812
Extrinsic Motivation	11	.802
Employee Maintenance System	3	.833
Organizational Effectiveness	6	.862

Source: computed from questionnaire by the researcher, 2018

The Cronbach's coefficient Alpha for Intrinsic Motivation is (0.812), Extrinsic Motivation is (0.802), Employee Maintenance System is (0.833) and Organizational Effectiveness is (0.862). Therefore, all items indicated reliable and enough to be used in this study.

3.8. Data Processing and Analysis

The accomplished survey forms were collected, encoded and statistically analyzed. Analysis was carried out through the Statistical Package for the Social Sciences (SPSS) version 20.0. The statistics that generated were interpreted in light of the findings of past empirical studies. Both descriptive and inferential statistics was used to analyze the data. The statistical tools would align with the objectives of the research. Descriptive statistics was used to describe and to analyze the demographical data collected and it includes frequency, mean, percentage distribution and standard deviation. Correlation analysis more specifically Pearson correlation coefficient is used to measure the degree of association between employee motivation practices,

and maintenance practices and organizational effectiveness. From inferential statistics, Regression analysis is used to test the questions of the study. The demographic variable differences were analyzed by utilizing independent samples t-tests and analyses of variance (ANOVAs). Independent samples t-tests were designed to compare the mean scores of two unrelated groups, so the test was used to check differences for gender and departments, and managers and non managers. Since age, educational level and years of service contained more than two groups, ANOVAs were used.

4. RESULTS AND DISCUSSION

4.1. Response Rate

The Response rate is the percentage of people who respond to a survey and, this rate is important, and shouldn't be left to chance. A high survey response rates help to ensure that survey results are representative of the target population as reported by Punch, K.F. (2003). The response rate is obtained by dividing the number of people who submitted a

completed survey by the number of people who were attempted to contact.

$$\frac{\text{Completed survey submitted}}{\text{Number of people contacted for survey}} = \text{Response Rate}$$

Source: Survey Monkey. (2009).

This study was required to establish the response rate of the study population. A total of (192) questionnaire was purposively distributed for the employees of OBN. The employees from all departments of the organization were encouraged proportionally to participate in the survey based on

their size of target population. From these only one hundred fifty eight (158) questionnaires were returned, it gives 82.29% response rate. According to Mugenda and Mugenda (2008), a response rate of 50% is acceptable for analysis. A response rate of over half is good while over 70% is very good (AAPOR, 2011). The response rate was considered excellent at 82.29% and therefore it was sufficient for analysis. Therefore, the response rate was adequate for the study to make relevant conclusions based on the responses.

4.2. The Levels of Employee Motivation and Maintenance Systems in OBN

Table 3: The Levels of Employee Motivation and Maintenance Systems in OBN

<i>Major factors</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>
Intrinsic Motivation	158	2.93	.730
Extrinsic Motivation	158	2.62	.648
Employee Maintenance System	158	2.50	.827
Employee Motivation Practices	158	2.78	.631

Source: computed from questionnaire by the researcher, 2018

As the above table indicates from its result, total respondents participated were 158. All variables or factors were presented in the table in mean order of their level, to motivate employees in ORTVO. As the result shows the intrinsic motivation has mean 2.93 and standard deviation (S.D) 0.730. This was followed by employee motivation practices mean value (M) 2.78 and S.D 0.631, extrinsic motivation M.2.62 and S.D 0.648, and the last is Employee Maintenance System M.2.5 and 0.827. However, the level of motivation scored in mean point out that all employees in OBN are not satisfied. This observation

was also supported by a comment from an open ended questionnaire.

“There is noting that can motivate the employees in organization. The organization is not able to keep its promise to motivate its employees; the existing condition doesn't motivate and incapable to attract new talented employees to the organization”.

This indicates no good practices are there for Employee Maintenance System and motivations to handle the existing employees and attract the new ones. Therefore, the management should give concern for its employees and create the way to handle them, and attract the new ones; keep promise and found appropriate way to increase overall performance of its employees. A motivated employee is responsive to the definite goals and objectives he/she must achieve, therefore he/she directs his/her effort in that direction. (Yazdani, Yaghoubi, E.S. Giri, 2011), reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work. Getting employees to do their

best work even in strenuous circumstances is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

On the other hand, even though, the employees were not satisfied with all above variables, they showed more interest to intrinsic motivation than extrinsic motivation.

This finding has similar result with view, "Intrinsic motivators have a deeper and longer-term effect because they are inherent in individuals and do not imposes from outside (Armstrong, 2006). Therefore, intrinsically motivated employees will perform better and, be more productive and also satisfied employees will remain loyal to their organization and feel no pressure or need to move to a different organization.

4.2.1. The Level of Employee Maintenance Systems Practices

Table 6: Employee Maintenance Systems Practices

<i>Employee maintenance systems</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>
The chance to do things for other people	158	2.88	1.164
The way my job provides for steady employment	158	2.66	1.068
The way satisfied with occupational health care	158	1.96	.902

Source: computed from questionnaire by the researcher, 2018

As showed in **table 6** the employee maintenance systems had the average score of maintenance (M=2.5) which demonstrates dissatisfaction in level of maintenance. This implies that no good practice for employee maintenance systems in the organizations. from the practice of employee maintenance systems in OBN The chance to do things for other people in social service had improved score mean value 2.88 and S.D 1.164 which is almost neutral in scale followed by The way job provides for steady employment in security mean value 2.66 and S.D 1.068 and the least mean value 1.96 and S.D

0.092 below average score was for the way satisfied with occupational health care in safety for employee is strongly dissatisfied level of motivation which shows that almost no any practical health care activities in the organization's; or even, if it is given in organization, it might be apply for some selected groups in organization.

This observation was hold upped by reports from an open ended questionnaire:

"many factors were contributed to dissatisfy employee maintenance systems in their organization: lack of good

governance, there is no established ways to attract and retain, no target for serving society through entertainments, the security of employees is affected by managers act of against their will, no fairness and inefficiency, managements were not work to benefit its worker, journalism is not freely practiced and intervention of professionalism, no good feeling and conformability during working time with their managers”.

4.3. The level of Organizational Effectiveness

Table 7: Organizational Effectiveness practices

<i>Organizational effectiveness practices</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>
The motivation practices in my organization enabled me to wisely use the resources to accomplish its goals	158	2.66	1.002
The motivation practices in my organization enabled me to develop my abilities and organizational commitment.	158	2.60	.996
The motivation practices in my organization motivates me for implementing its policies, procedures, and regulation	158	2.58	.940
The motivation practices in my organization enabled me to achieve its' established vision and mission.	158	2.49	1.033
The motivation practices in my organization enabled me to respond quickly and courteously to audiences and customers needs	158	2.48	.949
The motivation practices in my organization enabled me to the new opportunities and innovations	158	2.47	.949

Source: Computed from questionnaire by the researcher, 2018

As the result indicated in the table the organization was not effective with its practices and activities undertaken. Its level of organizational effectiveness is ranged from M=2.66 and S.D=1.002 to M=2.47 and

This again also, supported with individual response for question asked on situation of the organization, to attract or retain organization is responded as “*a drop in ocean*”, to mean that no ways to attract and retain employees within the organization.

Therefore, the organization expected to make actions such as safety and health in workplace, medical examination, social service and sport plans that lead to more employees' commitment to serve the organization and maintained for long time within the organization.

S.D=0.949. The majority of practices were not enabling employees for their organizational effectiveness. Most of them are dissatisfied while a little bit shows neutrality on the result.

From the result it can be tacit that dissatisfaction of employee practices reduces the level effectiveness of the organization. This agreed with (Rizal and Ali, 2010) the highly motivated employees build advantages for their company and lead the organizations of its objectives. As this paper is the effect of employee motivation and maintenance on organizational effectiveness, the satisfied employees have the effect on the overall performance of the organization. This observation was supported by information from an open ended questionnaire:

“The organization of OBN is not effective for many reasons out: it is in effective for its absence of encouragement for outstanding workers, promotion, lack of opportunities to develop, and absence of good management. These made the workers in order not to act actively to achieve the organizational goals as it was planned. There is no uniformity in implementing rules and regulations and impartiality among employees. It also in effective for its side of government, the principles of journalism is broken, no quick response is there for employees’ problems, and no attention can give to

transmit the quality program for audience and our peoples”.

This observation was also supported by information from an individual response as follow:

“In this organization job dissatisfaction is a virus which affects the organization works. Because of this there is high turnover of employees in the organization. When this is happening the organization might losses the experienced manpower that can produce quality program and as well as the organization also employ the new one to fill gap. The new employees are need training. This has an effect on the resource of the organization. All these are consequences for the failure of the organization”.

Therefore, the organizations’ focus on the related activities such as establishing treatment centers for all employees cause to change employees’ attitude toward organization and increase their commitment. To this consequence, the managements should strive for better efficiency of management, performance of employees, core competencies, satisfactions of its members and value to the larger society satisfactions, good communication, interaction, leadership, direction, adaptability and positive environment to improve their organizational effectiveness.

4.4. The Relationships of Employee Motivation and Maintenance with Organizational Effectiveness

Table 8: Pearson Correlation result of Intrinsic Motivation, Extrinsic Motivation, Employee Maintenance System and Organizational Effectiveness

	Intrinsic Motivation	Extrinsic Motivation	Employee Maintenance System	Organizational Effectiveness
Intrinsic Motivation	1			
Extrinsic Motivation	.679**	1		
Employee Maintenance System	.712**	.662**	1	
Organizational Effectiveness	.548**	.692**	.482**	1

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

N=158

Source: Computed from questionnaire by the researcher, 2018

As its result indicated in table 8 there is positive strong and significant relationships are existed between Intrinsic Motivation and Extrinsic Motivation ($r = .679, p < 0.01$), Intrinsic Motivation and Employee Maintenance System ($r = .712, p < 0.01$), and Intrinsic Motivation and Organizational Effectiveness ($r = .548, P < 0.01$).

Extrinsic Motivation have positive strong and significant relationship with Employee Maintenance System ($r = .662, P < 0.01$), and also positive and significant strong relationship with Organizational Effectiveness ($r = .692, P < 0.01$). Employee Maintenance System and Organizational Effectiveness is positive and medium ($r = .482, P < 0.01$).

As its understanding from the result only the relationship between employee maintenance systems and organizational effectiveness was at medium while all the others are strong relationship between them. This also shows that the focus area for managers to maintain its employees as well as to increase the effectiveness of their organizations.

As the result of finding is revealed, there is direct relationship between all variables and organizational

effectiveness. If employees are made motivated or maintained in a good manner, it has a direct positive effect on organizational effectiveness. This can be supported with Linz (2010) revealed that there are positive relationship between motivation and job performance as well as motivation and job satisfaction. This is significant to organizations in today's highly competitive business environment in that motivated employees will perform better and, therefore, be more productive, and also because satisfied employees will remain loyal to their institution and feel no pressure or need to move to a different institution. Malik, M.E & Ghafoor, M.M at el (2011) conducted a research and discuss about employee motivation, employee performance and organizational effectiveness. Motivated employees are more productive as compared to de-motivated employees. There is positive relationship between organization effectiveness and both employee motivation. Therefore, the factors affecting the relationships of employee motivation and maintenance have a direct effect on organizational effectiveness.

4.5. The Effect of Employee Motivation and Maintenance System on Organizational Effectiveness

Table 10: Regression of Employee Maintenance System, Intrinsic and Extrinsic Motivation on Organizational Effectiveness

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics			
		B	Std. Error	Beta	t	Sig.	correlation	Tolerance	VIF
1	(Constant)	.073	.215		.340	.734			
	Employee Maintenance System	-.033	.087	-.033	-.383	.702	.482	.433	2.309
	Intrinsic Motivation	.182	.101	.161	1.808	.073	.548	.416	2.402
	Extrinsic Motivation	.771	.106	.605	7.252	.000	.692	.475	2.107
<i>a. N=158 Adjusted R Square=.481</i>				<i>F Value=49.534</i>		<i>model sig. at p<0.05</i>			
<i>b. Dependent Variable: Organizational Effectiveness</i>									

Source: computed from questionnaire by the researcher, 2018

As the Results of linear regression analysis were indicated in table 10, 48.1% variance in organizational effectiveness can be predicted from the combination of Extrinsic Motivation, Employee Maintenance System and Intrinsic Motivation. the result from table 10 also shows that $F=49.534$ at $p<0.05$ statistically significant. This indicates that combination of the predictors significantly combined together to predict organizational effectiveness. The Regression Equation that predicts the dependent variable was presented as follows:

DV = 0.073 - 0.033X₁ + 0.182X₂ + 0.771X₃ where as: - *DV=Dependent Variable*,

X₁= Employee Maintenance System, X₂= Intrinsic Motivation and X₃= Extrinsic Motivation

As output of the model is shown in table 10 reveals, the most influential factor that significantly affect the organizational effectiveness is extrinsic motivation with a beta value (beta = 0. .605 , t=7.252), at 99% confidence level (p < 0.05). Therefore, the extrinsic motivation has a positive and significant effect on organizational effectiveness. This result can equate with (Mullins, 2005; Armstrong, 2006), reported that Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long. Financial motivation has become the most concern in today's organization, and tying to Maslow's basic needs, non-financial aspect only comes in when financial motivation has failed. This can also illustrated comparable with (Sajuyigbe, 2009; Lotta, 2012), find out that financial incentives are indeed effective in motivating employees. Therefore, the study concluded that the organization should given concern to reward dimensions; the employees shall earn reasonable salary and compensation, allowances and recognition for outstanding performance; are

played the lion role in motivating and affecting the organizational effectiveness.

The second results of regression, as presented in table above, shows that intrinsic motivation has a positive ,but not significant effect on organizational effectiveness with a beta value (beta = 0.161, t= 1.808), at 99% confidence level (p >0.05). As a result indicated it has contribution for the organization effectiveness; even though, when it is not significantly predict the organizational effectiveness. This also summed up with view; intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside (Armstrong, 2006). Therefore, for its long term effect, it needed concern from managers to establish success in organization.

Finally, as results of regression presented in table 10 also shows that Employee Maintenance System has a negative ,but not significant effect on organizational effectiveness with a beta value (beta = 0. -0.033, t= -.0383), at 99% confidence level (p >0.05). As a result, it has no more contribution for the organization effectiveness and negatively predicts the effectiveness in the organization. This isn't to mean that, unimportant for effectiveness of one organization. As the result from this finding is indicated; no any activities was undertaken to maintain its employees in the organization, which need critical concern of both managers and ordinary employees to apply in their organization. This supported in different study; Mohsenianfar (2006) found that HR maintenance effects on employees' commitment. If individuals' perception will increase toward organization, it causes to commitment that the variables or dimensions of HR maintenance system

have a vital role in this perception. Also, Agarwala (2003) found that HR activities are the most important factor to anticipate employees'

commitment toward their organization. So, it needs concern from all members in organization.

4.6. Variation of Employee Motivation and Maintenance Systems as a Function of Demographic Variables

4.6.1. Variation With Respect To Position

Table 13: Variation With Respect To Position

Variables	Position	Levene's Test			t-test for Equality of Means				M-difference	
		N	F	Sig.	t	df	Sig.	M		S.D
Employee Maintenance System	Non mana.	107	.102	.750	-2.305	156	.022	2.40	.830	-.320
	Manager	51			-2.349	103.335	.021	2.72	.787	-.320
Employee Motivation Practices	Non mana.	107	.990	.321	-2.814	156	.006	2.68	.633	-.296
	Manager.	51			-2.894	105.826	.005	2.98	.585	-.296
Organizational Effectiveness	Non mana.	107	.105	.746	-1.371	156	.172	2.48	.823	-
	Manager.	51			-1.370	98.310	.174	2.68	.824	-

Source: Computed from survey by the researcher, 2018

In the similar sense with the previous result this table also indicates that the significance level of Levene's test is greater than $p=.05$ and does not violate the assumptions that the equal variances is assumed. But statistically significance difference were there between managers and non managers in scoring in Employee Maintenance System and Employee Motivation Practices while there is no statistical difference for organizational effectiveness between managers and non managers. Non managers were significantly different from managers on scoring at $p=0.022$ in employee maintenance systems. Non managers were with less average means score of 2.40 than managers score means 2.72. And also for Employee Motivation Practices at $p=006$ non managers were significantly different in means score 2.68 less than managers means 2.98. This indicates

that the managers have a chance to being motivated and as well as maintained than those who are non managers. There might be the benefit package given for managers have some improvement from those who are non managers. How the managements in ORTVO were reflect to this result in this study? How they can make ready, to reduce the gap observed? With regard to this in this study, the researcher had committed to search if high suggestion difference, when responded in open ended questionnaire survey. Look at the following two suggestions, which responded for question asked to answer on current motivation systems capability?

"there is no fairness in our organization; un equal treatment of employees; no proper and fair training development practice; no pleased with their immediate

managers; no freedom of selection in for story; and rules and procedures are not equally implemented”.

“the current motivation systems in organization is equitable; attracting for new employees; fully effective organization; new technology development; proper communication and fair transformation of information; understanding and solving the problems as it is created, and expectation of salary improvement next to BPR that was

implemented currently before some month ago”.

What you understand from the two suggestions observed? Is this a matter for respondents’ to score means from dissatisfaction rate to neutral.

On the other hand, for organizational effectiveness there was no significant difference in scores for non managers ($M=2.48$, $SD=0.823$) and managers ($M=2.68$, $SD=0.824$); $t(156) = -1.371$, $p=0.172$] with magnitude of the differences in the means (eta squared=.0119) which show that very small effect.

4.7. Analysis of one-way ANOVA on basis of Age group

Table 15: one-way ANOVA on basis of Age group

Variables	Age Group	N	M	S.D		Sum Of Squares	Df	M.SquAre	F	Sig.
<i>Employee Maintenance System</i>	young age	112	2.47		Between Groups	.341	2	.170	.246	.782
	middle age	36	2.58		Within Groups	107.159	155	.691		
	old age	10	2.53		Total	107.499	157			
	Total	158	2.50	.827						
<i>Employee Motivation Practices</i>	young age	112	2.77	.638	Between Groups	.076	2	.038	.095	.910
	middle age	36	2.82	.627	Within Groups	62.506	155	.403		
	old age	10	2.74	.626	Total	62.582	157			
	Total	158	2.78	.631						

Source: Computed from survey by the researcher, 2018

As indicated in table 15 one-way between-groups analysis of variance was conducted to explore differences in employee motivation and maintenance systems on basis of age groups, as measured by the liker scale. Subjects were divided into three groups

(Group 1: young age (18-35); Group 2: middle age (36-45); and Group 3: old age (46 and above).

There was no a statistically significant difference at the $p>.05$ level in mean scores between groups in employee maintenance systems [$F(2, 157) = .246$, $p=.782$]. The effect size, calculated using eta squared,

was .0031 which shows smalls. The mean score for Group 1 ($M=2.47$, $SD=0.821$), Group 2 ($M=2.58$, $SD=0.848$). Group 3 ($M=2.53$, $SD=0.892$). There were no significant differences in mean score from either Group in employee maintenance systems.

There was also no a statistically significant difference at the $p>.05$ level in mean scores between groups in employee motivation practices [$F(2, 157) = .095$, $p=.910$]. The mean score for Group 1 ($M=2.77$, $SD=0.638$), Group 2 ($M=2.82$, $SD=0.627$). Group 3 ($M=2.74$, $SD=0.626$) and the effect size is 0.0012.

Therefore as it understood from the result there were no differences in mean score among the employees on basis of their age group in employee maintenance and motivational practices. The effect size for variances can also predict the small size of variances between the groups of age.

5.1. Conclusion

The research concludes from the findings that employee motivation and maintenance systems have an effect on organizational effectiveness. As a result, correlation analysis has demonstrated that the motivation and maintenance systems of employees have a strong positive relationship with organizational effectiveness, which is statistically significant ($p\text{-value}<0.01$) and linear regression analysis also indicated that an organizational effectiveness can be predicted from the combination of both employee motivation and maintenance systems. This means that enhancing employee motivation practices and additionally maintaining them positively affect on organizational effectiveness. However, the majority of the respondents reported that they were dissatisfied while some of them were neutral. Especially, those factors categorized under/as reward dimension's factors and employee maintenance systems demotivated

employees. This shows that no good reward and maintenance systems practices were there in the organization to motivate and maintain their employees which have an effect on organizational effectiveness. Therefore, the result recommends highly motivating and maintaining employees in organization which implies that the more the employees are motivated to tasks accomplishment the higher will the organizational effectiveness and success.

In relation to the findings of the study, it can finally be concluded that, there is no significant difference between the employees' motivation and maintenance systems, and organizational effectiveness due to demographic factors. However, a significant difference of level of employee motivation and maintenance systems is noticed between managers and non managers, and core departments and supporting departments of OBN.

5.2. Recommendations

The findings of the study revealed that the overall Organizational Effectiveness in OBN was dissatisfactory. The findings also revealed that all the intrinsic and extrinsic, and maintenance systems items were rated less satisfactory or dissatisfactory. This has led to low workers' motivation and high employee turnover as the case has been seen in the organization. The overall effectiveness of the organization would be achieved if and only if employees are satisfied with their job. This will be achieved by ensuring each employees motivation practices in the organization. If there is a source for employees satisfaction, employees will be loyal and willing to stay in that organization because, job satisfaction of employees will reduce turnover problems in the organization. Therefore, Human Resource Department (HRD) of the OBN in

conjunction with the senior management should develop appropriate and effective reward system plan with a mix of extrinsic and intrinsic rewards that will encourage workers to be purposeful and improve their performance. The organization should create good atmosphere on work condition and work flow where employees feel satisfied and cooperative. Management should give recognition to its employees on spot, and introduce allowance and compensation strategies, producing advancement (promotion) programs and stretching regular feedback mechanism between managers and subordinate employees and also between departments.

The organization should be able to increase the level of organizational commitment by increasing satisfaction with the employee maintenance practices. HR maintenance is a main factor to promote employee commitment. Providing diverse services for organization's employees has relation to organizational commitment (Lee & Peccei, 2008). Therefore, HR maintenance system causes to decrease turnover and improve productivity. If an organization recruits the best people but fails to maintain them well, they leave the organization easily (Kazemi, 1993). If an organization tries to maintain its employees, its employees will be committed to the organization. Therefore, it will be expected to make actions such as ensuring safety and health at workplace, and setting medical examination plans as they lead to more employees' commitment to the organization.

Organizational Effectiveness in management should not be limited to the attainment of organizational goals but be extended to a thorough understanding of what motivates the work force in an organization (Hasenfeld, 1983). Therefore, the organization should

be alarmed with all motivational practices that help for the complete purpose of an organization ,and especially to those practices which are held up to respond quickly and courteously to audiences' and customers' needs, to the new opportunities and innovations and to achieve its' foundational vision and mission.

Finally, it recommends that the management should attach more importance to issues of employee motivation to help the organization survive amongst its competitors. The organization should plan to adjust its sets of laws, policies, procedures and organizational structures that give freedom to employees to work well and value them on their tasks completion and achievements with equitable and fair reward. The organization should also, work hard to fill the gap; for the difference observed that between a managers and subordinates, and as well as between supporting and core departments.

5.3. Suggested Areas for Further Research

This study was confined to head office of OBN that is located in Adama Town and focused only on two major areas of human resource practices: motivation and maintenance systems. Thus this limited the study from investigating on other human resource practices that the organizational effectiveness can be affected by. Since it is difficult to undertake research on all areas of HR at one time, the study, proposes further studies to be carried out on other areas of HR that were not covered in this study. Especially, in such area of HR: on organization performance appraisal in line with customer satisfaction, the impact of staff turnover, work life balance, employee empowerment and the relation of politics, profession and media journalism as these have an effect on organizational effectiveness for media organizations. Further studies

should also be carried out in other branches of the organization.

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