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**SCHOOL OF GRADUATE STUDIES  
MASTERS OF BUSINESS ADMINISTRATION**

**ASSESSMENT OF EMPLOYEES MOTIVATIONAL  
PRACTICE AT ETHIO-TELECOM ADDISABEBA  
SEMEN BRANCH SDIST KILO.**

**BY**

**ESKINDIR WOLDE**

**JUNE, 2020**

**SMUC**

**ADDIS ABABA, ETHIOPIA**

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PRACTICES AT ETHIO-TELECOM ADDISABEBA  
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**ESKINDIR WOLDE**

**ID SGS/0298/2011A**

**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY  
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE MASTER'S OF BUSINESS ADMINISTRATION  
(MBA)**

**JUNE, 2020**

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**MASTERS OF BUSINESS ADMINISTRATION (MBA)**

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# DECLARATION

I, declare that the project entitled “Assessment of Employees Motivational Practices at Ethio-Telecom AddisAbeba Semen Branch Sdist Kilo.” is my original work and has not been presented for a degree in any other university and that all sources of material used for the project have been duly acknowledged.

**Declared by:**

**Eskindir Wolde June, 2020**

Student

Signature

Date

**Confirmation by Advisor**

**Goitom Abraham (Asst.professor) June, 2020**

Advisor

Signature

Date

## **ENDORSEMENT**

This is to certify that Mr. Eskindir Wolde has completed her project work entitled “Assessment of Employees Motivational Practices at Ethio-Telecom AddisAbaba Semen Branch Sdist Kilo.” As I have evaluated, his project is appropriate to be submitted as a partial fulfilment requirement for the Award of Degree in Masters of Business Administration (MBA).

**Advisor:** \_\_\_\_\_

Goitom Abraham (Asst.professor)

Signature and Date

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## **LIST OF ACRONYMS/ABRIVATION**

ETSBAASK	: Ethio-Telecom Semen Branch AddisAbeba Sdist Kilo
CSM	: Customer Service Manager
KPI	: Key Performances indictor
BSC	: Balanced Secord Card
HR	: Human Resource
SPSS	: Statistical Package for Social science

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## ABSTRACT

*The purpose of this study is to assess the current motivational practice at Ethio-Telecom Addis Ababa Semen Branch (Sdist Kilo). Motivational schemes (Payment/ Salary, Promotion, Employee Benefit, Recognition, Job Content, and Working environment) are assessed using different dimensions. The researcher used both quantitative and qualitative research approaches to answer the research questions. The study statistically analyzed data obtained from the survey questionnaire form the employees and interview for manager. The researcher used stratified random sampling technique which is a type of probability sampling that involves selecting randomly by using lottery method from a list of the population (a sampling frame) which is the required number of subjects for the sample. The target population of the study were 380 and the sample size of the study was 195 used stratified random sampling techniques. The researcher used both primary and secondary data sources. A research framework developed based on Herzberg Two Factor Theory and modified by the researcher is used to guide the study and the descriptive research design. The result of the study indicated that employees are not satisfied and motivated with the current procedure carried out by the organization. It exposed that they are mostly not satisfied with the practice of motivational schemes system (recognition, promotion, job content, work environment and payment / salary) in of the company and the result indicated recognition, promotion, employee benefit are the most influential schemes of motivation respectively in the company. The grand mean score indicate recognition is most motivational factor. These measures include: practices motivational schemes based on work performances of employees rather than management, avoid unjustices partiality, providing proper and timely recognition as part of the system, the basis of motivational procedures taken up by the organization should follow the interest of employees and appropriate motivational system by using BSC.*

**Keyword:** Motivation, Employees, Practices, Ethio-Telecom, Addis Ababa

# CHAPTER ONE

## INTRODUCTION

This Chapter describes the background of the study, background of the organization, the statement of the problem, research objectives, significances of the study, the delimitation of study, limitation of the study, definition of the term and organization.

### 1.1. Background of the Study

Trends in management practice idea to a direct relationship between an organizational success and its exercise of treating people as resources. In order to increase HR's contribution to organizational achievement in the future, organizations must rethink its basic value proposition, structure, services, and programs in order to address how it can add value in its human resource. (Lawyer, Boudreau, & Mohrman, 2006). People have always been essential to the firm, because they provide stimulation, creativity, vision, and motivation that keep a company alive. They provide the skills and capabilities essential to make an institute work and of course they deliver the labor that produces the goods and services that an organization supplies. They are a major and often the most significant resource that an organization has. Human capital plays vital role in the firm effectiveness compared to financial capital (Carnegie, 1987). In this recent world, People rather than finance are observed as the primary source of a company competitive advantage. A motivated employee has his/her goals aligned with those of the organization and monitors his/her efforts in that direction (Kalimullah, 2010).

The main objective of any business company is maximizing the capital of its shareholders and this is succeeded through the organization's profitability. The organization's profitability is upheld and maximized by having effective and motivated employees. Various studies acknowledged that the more employees are motivated, the more will be their effort towards maximizing the level of the company profitability, by which its support for the maximization of the capital of the organization's stockholders will increase (Deborah, Cowell, 2011).

Telecom is significant roles in universal communication and their employees are the best sources of providing good services to their customers. Brilliant services provided and presented by employees can create a positive perception and ever lasting image in the Telecom customers.

The motivation of a Telecom employee plays a major role in succeeding high level of satisfaction among its customers (Petcharak, 2004).

According to Armstrong (2009), high performance is realized by well-motivated people who are making to exercise flexible effort. To motivate people it is necessary to appreciate how motivation works, this means understanding motivation theory and how the theory can be put into practice. However, one of the biggest challenges of the business world is facing today is lack of awareness how to motivate their employees and enable them more dedicated, persistent and have intensifying effort towards achieving the organization's goals. People are motivated when they expect a course of action is likely to lead to the attainment of a goal and a valued reward one that satisfies their needs and wants (George, 2003)

Cynthia and Frank (2012) from Ghana conducted a research on reward as a motivational tool. The outcomes of the research propose that while the use of rewards, especially monetary ones is pervasive in highest company they don't end up fulfilling the purpose of its use; which is to motivate employees. The respondents noted that in most cases because monetary rewards and benefits are given at the end of the year to everybody; it becomes an entitlement which they expression up to nevertheless of their level of performance.

Pamela Akinyi omollo (2015) from Kenya conducted a study on the effect of motivation on employee performance of commercial banks in Kenya. The study shows that monetary rewards important affect the performance of the employee in the company. A number of parameters were considered under job enrichment like workload, work environment. It significantly affected job performance ant that a good working environment and an average workload would highly motivate the employees to perform their duties.

Hafiza, Shah, Humeral Jams heed (2011) indicate that there is significant and positive relationship between extrinsic rewards and employee motivation but organizations are not offering right amount of financial rewards (extrinsic rewards) to their employees. Pay is a significant factor which affects employee motivation.

A study by Ashgar Ali and Mohammed (2012) pointed out that there is helpful impact of financial rewards on employee's motivation and satisfaction. That is, financial rewards lead to employee's motivation. It is also exposed that new applicants in to an industry are extremely motivated and the job content, environment condition and superior's behavior plays important role in determination of their satisfaction level.

Ovidiu-Iliuta (2013), conducted a study the employee motivation and company performance. The studies express that employee participation and empowerment do not only improve efficiency, growth, and innovation but they also increase employee motivation and trust in the firm. If employees feel appreciated for their work and are involved in decision making, their enhanced enthusiasm and motivation will lead to a better productivity and loyalty.

Mahlet (2012), conducted a study titled reward and motivation for health care professionals in Addis Ababa. Her study focuses on two governmental hospitals which found in Addis Ababa namely Tikur Anbesa hospital and Alert hospital. She has examined the influence of intrinsic and extrinsic schemes such as promotion, acknowledgment, task autonomy, work out and so on. There was a significant and positive relationship between these variables and work motivation. The study highlighted the numerous dimensions necessary for motivating employees to improve the quality of care in health sector which is the concern of all.

Tamene (2015), conducted a study with the title of “The Relationship between Reward Practices and Motivation: (The Case of Co-Operative Bank of Oromia S.C). The study examines the association between rewards and employee motivation in Cooperative Bank of Oromia S.C. The results displayed that promotion is much significant factor for employee motivation as compared to other motivational schemes like, working condition, job content and employee’s benefits.

In this study, the researcher was used relevant theories in the field of employee motivation and work performance and assess whether or not these theories are in check with actual human resource situations in Ethio-Telecom Addis Ababa Semen Branch Sdist Kilo. Employee motivational schemes like Payment/salary, promotion, recognition, employee benefits, job content, and working environment are applied to assess the motivation.

The previously the studies are conducted related to employee motivation in other organization and they focus on the cause and effect of employee motivation Whereas this study focused on assessment of employees motivational practices in Ethio-Telecom Addis Abeba Semen Branch Sdist Kilo and also there is no study conducted this in company before.

The employee’s of the company are not motivated with the current motivational practiced strategies of the company.

Hence, the purpose of this study is to assess employee motivational practice in Ethio-Telecom Addis Ababa Semen Branch Sdist Kilo and conducted to contribute its own share in indicating how motivated employees, increasing customer handling mechanisms, gives values to the company as well as the customers and to intern maximize the company's profitability.

## **1.2. Background of the Organization**

Established over a century ago, the Ethiopian telecommunication corporation (ETC) is the oldest public telecommunication operator (PTO) in Africa.

Proclamation No.49/1996 established the current legal structure of ETC in November 1996, along with a separate entity, the Ethiopian Telecommunication Authority (ETA). The former ETA had been responsible for the execution of both regulatory and operational activities, an arrangement that was established in 1981 under the ministry of transport and communications.

Although the organization dates back to 1894, the first autonomous entity is considered to be the imperial board of telecommunication of Ethiopia (IBTE) established by proclamation 131 on October 15, 1952.

While operating as IBTE, six significant revisions were undertaken in 20 years before renamed in 1975 as the Provisional Military Government of Socialist as ETA in January, 1991. After the downfall of the military regime in May 1991, the transitional government of Ethiopia issued the new economic reform in October 1992. The overall restructuring program change previously centralized command economy to a free market oriented one with the aim of making government owned enterprises more efficient and effective. The government is also given priority to the development of rural infrastructure (<http://www.ethiotelecom.et> accessed on 23/03/2020).

Ethio-Telecom is an integrated telecommunications solutions provider operating in Ethiopia. Offers: internet, data, VAS and voice services. Currently provide telecom service in the entire country on voice, internet & data, channels, with comprehensive plans in place to meet the requirements set out by the Ministry of Communications & Information Technology (MCIT) and peoples of Ethiopia. (Company Documents and Brochures, (2020) In Ethio-Telecom AddisAbaba Semen Branch Sdist Kilo has 11 department have 380 employees in the firm.



The Mission, Vision and Core Values Ethio-Telecom AddisAbabaSemen Branch Sdist Kilo:-

### **Mission**

To provide world-class, modern and high quality telecom services for all citizens equitably so as to transform the multifaceted development of the country to the highest level.

### **Vision:**

The vision of the organization is: to be world-class provider of telecom services.

### **Value:**

The value of the organization includes the following:-

- **Customer-centric:** provide quick response to customers and employees in line with their interest and values.
- **Excellence:** committed for quality and efficiency so that the organization will be able to ensure excellent customer experience.
- **Accountability:** carry out all activities with integrity, transparency, honesty and full responsibility.
- **Impartiality:** committed to be impartial and serve without any bias.
- **Sharing:** always strive in synergy so as to accomplish the mission of our company.

The main services delivered by Ethio-Telecom are:

- Hybrid SIM account
- Mobile broadband virtual private network

Virtual private network service

- Business mobile
- Business internet and FAX.

## **1.3. Statement of the Problem**

Motivation is an employee's intrinsic and extrinsic interest that drives the employee to accomplish the activities related to work (Chaudhary & Sharma, 2012). Salanova and Kirmanen clarify that the process of motivation starts with the recognition of unsatisfied needs. Then a goal needs to be established to satisfy this need, Rewards and incentives may be established for employees to better accomplish the given goal.

The social context also affects the motivation level. This context consists of organizational and cultural values, but also includes leaderships and management as well as the influence of the group or team (Salanova & Kirmanen, 2010). Motivation increases effectiveness beyond the company by improving the willingness of the employees to work.

Motivation is seen as one of the most significant factors in issues related to human resources management (HRM) and organizational behavior management (Lethem, 2007). Despite the existence of different and sometimes conflicting views about motivation, its role and significance in management and psychology in general and in the management of human resources and organizational behavior in particular is undeniable. The study of motivation and behavior requires finding responses to a

number of questions related to human beings.

Motivation is essential for organizations, without motivation employees will not put up their best and the company's performance would be less efficient (Halepota, 2005). Motivating employees require a profound understanding of individual differences, human nature and perceptions (Armstrong, 2010). To understand accurately what motivation schemes will support managers to decide what actions to take to motivate their employees? Most employers in the organization today would like to have their employees motivated, but do not understand what truly motivates them. In order to overcome these challenges, companies should create a strong and positive relationship with their employees and direct them towards task fulfillment. If the employees are not fulfilled with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success.

Employees want to earn reasonable salaries, as money represents the most significant incentive, when speaking of its powerful value (Sara, 2004). According to this statement, pay has an important impact in establishing employees' diligence and commitment, and is a key motivator for employees. But there are many contradicting ideas. Studies have shown that pay does not boost productivity on the long term and money does not recover performance significantly (Whitley, 2002).

In Ethio-Telecom AddisAbaba Semen Branch Sdist kilo the employees are not satisfied with the implementation of motivational strategies.

In case there is injustice, unfairness, lack of motivational strategies may lead to a higher level of turnover rate, absenteeism, and job dissatisfaction, which are all directly related to productivity of employees (employee performance) and when employees are not productive and not used their full potential, it would highly affect the profitability of the organization.

According to the observation of the researcher, Ethio-Telecom Addis Ababa Semen at Sdist kilo, there are no systematic motivational schemes and strategies, there are no consistency. This motivated researcher to assess employee's motivational practices that are being implemented motivational variable in the company. In today's competitive and challenging business environment the management must try to acquire or retain a well-educated, motivated and experienced workers so as to be competitive in that market and to make the organization profitable. The question is what must the top and middle level management do. To ensure that employees perform well in the Ethio-Telecom AddisAbeba Semen at Sadist kilo? Therefore, in this study the researcher's intention was to identify the employee's motivation practices at the Ethio-telem AddisAbeba Semen Branch Sdist Kilo.

## **1.4. Basic Research Questions**

This study intends to address the following basic research questions:

1. What are the motivational schemes currently practices at Ethio telecom AddisAbabaSemen Branch Addis Ababa sdist kilo offices?
2. What is the employee's currentmotivational perception towardsthe motivational factors (payment, promotion , employee benefit, job content, work environment, and recognition) at Addis Ababa SemenBranch sdist kilo?
3. Which motivational schemes are themost dominant to satisfy employee's motivation in Ethio-Telecom AddisAbeba Semen Branch Sdist Kilo?

## **1.5. Objectives of the Study**

### **1.5.1. General Objective**

The general objective of thisstudy is to assesemployee's motivational practices in Ethio telecom Addis Ababa Semen Branch at Sdist Kilo.

### **1.5.2. Specific Objectives**

The specific research objectives of the study are:-

- To identify the motivational schemes currently practices at Ethio-Telecom AddisAbaba Semen Branch Sdist Kilo office.
- To determine the employee's perception towards the motivational schemes (payment, promotion, employee benefit, job content, work environment, and recognition) employed by Addis Ababa Semen Branch sdist kilo office.
- To identify the motivational schemes that most satisfy employee's in Ethio-Telecom AddisAbaba Semen Branch Sdist Kilo office.

### **1.6. Significance of the Study**

Research studies are important tools used for decision making. If different organizational level decisions cannot be supported by appropriate studies and assessments, their practicability and application may not be realistic and effective or could lead to wrong decisions. Accordingly, it is highly believed that this study will have the following significances:

- ✓ It may help to point out the major practical employee motivation in Ethio-Telecom semen branch AddisAbaba sdist kilo office.
- ✓ It can help the employees who are direct victim of the issue to express their problem and participate in finding solutions towards their problems.
- ✓ It can bring about understanding regarding employee's motivational practices to Ethio-Telecom AddisAbaba Semen Branch Sdist Kilo, management members and other concerned bodies.
- ✓ It will initiate other researcher to conduct further assessment in the area of can be assessed references material for researchers who are interested to conduct further studies in the future.
- ✓ To give the Suggesting, possible recommendations for the company on the best practices in managing and addressing employees' motivation and overcome possible.

## 1.7. Delimitation/ Scope of the Study

The study is narrow to the matter of an assessment of employee's motivation practices at Ethio-Telecom AddisAbeba Semen Branch Sdist kilo. The research design is delimited to descriptive that describes the practice and related truths of the employee's motivation in the firm. This study also used probability sampling technique (stratify random sampling) with in a cross-sectional study. The total target population is 380. From this the sample size of the study was determined to be 195 by used the known population determination formula. The Sources of data are both primary and secondary sources. The primary data were collected from employees randomly selected using by lottery method. The researcher was used both closed and open ended question. Moreover questioner for employed and interview for top and middle managers in order to get depth information about the employees motivation practices encountered. The secondary sources contend documents and reports related with the practices of employee motivation in the organization. The collected data were clearly presented by using tables which are expressed in the form of frequency, percentage, mean and standard deviation.

## 1.8. Limitation of the Study

This study is limited in Ethio-Telecom AddisAbeba Semen Sdist kilo and also among other branches who are suffering in similar problems. The reason is that, it is because of time and transportation problem.

## 1.9. Operational Definition of Terms

The study would be to investigate the schemes by which employees' motivation could be affecting. Conceptually and operationally, the relevant terms of this study will define as follows

- **Motivation**; in this study, motivation the process through which employees are given impetus to maintain high performances level as discussed by Armstrong (cited in Sara, 2016).
- **Employee Satisfaction**; employees attitude towards their jobs or the future of the job.
- **Recognition**; Acknowledgement one received from his/her organization.

- **Promotion**; defined as an opportunity that organization offer for advancement. It creates the opportunity for personal growth, increased level of responsibility and an increase on social standing (Robbins&Judge,2013).
- **Work content**; task identify task variety ,task significances, autonomy and feedback (Robertson and Smith,1985).
- **Organizational goal**; a concept which refers to the focus of attention and decision making among employee of sub unit.

## 1.10. Organization of the Study

The study was organized in five sections. Chapter one- the Introduction part describe the background of the study, statement of the problem, basic research questions and objectives of the study, definition of terms, significance of the study, delimitation/scope of the study and limitation of the study.

Chapter two- deal with review of related literature. This chapter discusses previous studies and literatures which are relevant to the study. This includes theoretical, empirical evidences. It also displays the conceptual framework to the study.

Chapter three- on the other hand presents the research design and methodology of the study. This chapter comprises the type and design of the research study, population and sample size, the sources of the data, the data collection tools or instruments employed, the procedures of data collection and the methods of data analysis. It also describes the reliability and validity of measures of the study as well as the ethical issue of considered.

Chapter four- deals with data analysis and interpretation. Analysis and interpretation of the data collected for study through the tool used.

Chapter five- include summary of major finding, conclusion and recommendations.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

This section reviews the related literature written by different authors and researchers aiming to show how different scholars pose their insights in relation to the study. It reviews and discusses the overall concepts of motivation, kinds of motivation, challenges affecting motivation at the working environment, Early and contemporary theories of motivation, criticism of various theories, motivation strategies, motivation through top management and empirical studies on employees and conceptual framework are related under this chapter.

#### **2.1. Theoretical Literature Review**

##### **2.1.1. The Concept of Motivation**

“Motive” which means “to move” or any idea, need or emotion that demands rapid action. Generally, motivation refers to the relations between individuals and positions. Motivation involves the procedure of individual intensity which means how hard person’s effort is directed toward the goal and persistence that is how long people can maintain this effort“. Therefore motivation of employees in organization refers to the intensity of their efforts in achieving the organizational goal (Abu et al.2013, Bagshawe, 2011).

Probably the concept above is best that encapsulates the meaning of motivation for business purpose.

According to Isiaka (2011), “Judgment of employees motivation in the Nigerian telecom is considered the success of any business depends basically on the motivation of employees; every person has their own set of motivations and personal incentives to work hard.

Some are motivated by recognition whereas others are motivated by cash incentives may be the most important impact of increased employee motivation is that of increased productivity. Fairly apart from the advantage and moral value of an intrinsic approach to handling coworkers as human beings and respecting human dignity in all its forms, research and observations express that well motivated employees are more productive and innovative. The inverse also holds reality. Having said all these, the appropriate question begging for response at this stage, is that, what then is motivation? The following views provide the answer.

Motivation is the energy to do something (Quratul, 2012). The definition of various authors suggest that there is an unforeseen force that drive people to take action and shows that motivated workforce in organization will create comfortable environment that leads to high level of motivation which maintains the challenges for the management today. Each person has motives-, needs and reservoirs of energy that represent potential motivators. The task of the managers is to determine employees motivations and help unleash their energy. Then they can direct their energy into productive work. It is also critically vital for managers to understand more about your own sources of motivation(Quratural,2012).

According to Quratul (2012), said that motivation is a set of courses concerned with a kind of strength that boosts performance and directs towards accomplishing some certain targets. It is also an addition of diverse routs which operate and express our activities to attain some certain ambitions.

Furthermore, Ovidiu (2013), said that Employee Motivation and Organizational success indicate that motivation is influential tool that reinforces behavior and activates the tendency to continue. In other words, motivation is an internal drive to achieve an unsatisfied need and to achieve a definite goal. It is also a process that begins through a physiological or psychological need that stimulates a performance set by an objective.

### **2.1.2. Employees' Motivation**

According to Quratul (2012) and Ovidiu (2013), any organization deals with numerous resources such as financial, economic and human resources. The competence to provide organization with competitive advantage as compared to additional, employee performance fundamentally depend on many factors like performance evaluations, employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and other. But the area of study was concentrated only all employee motivational schemes highly influence the performance of employees. It is also one of the policies of manager to increase the competence of job management amongst employees in organization. A motivated employee is responsive of the certain goals and objectives he or she must achieve. Therefore he or she directs its effort in that direction.



The employees are doing their best work even in stressfully circumstance is one of the employees most constant,greasy ,challenges and this can be made possible through motivating them. As per Nikolaos and Panagitis (2011), in their study “innovating the link between motivation, work stress job performance in the banking industry” discussed that motivated employees are productive employees to achieve any given goals set and help organization to survive and prosper.

### **2.1.3. Kinds of Motivation**

According to Senyucel (2009), Researchers try to express as there are two sources motivation; which include internal and external. They identified as the intrinsic and extrinsic motivators. However a separation has to be made in order to clarify different types of motivators.

#### **2.1.3.1. Intrinsic Motivators:-**

As per the views of Senyucel(2009), intrinsic motivator are the ones that concern the individual and originates from the nature of work itself such as job satisfaction, personal development, acknowledgement from managers or an interest in a task or a project at work. These are largely philological and arise the relationship the employee and the task is usually self-apply.

#### **2.1.3.2. Extrinsic Motivator**

This motivator are the once that are beyond individual’s control and they are tangible such as pay increase, bonuses, fringe benefits and other material goods. This is form work environment external to the task itself and is usually applied by others than the person being motivated.

#### **2.1.3.3. Social Motivators**

The issue originates when an individual is with other people, mostly stemming from having a common purpose as a group or team. They are also mostly psychological like that of intrinsic motivator.



Figure 2.1 Motivation process (Senyucel, 2009: pp. 24)

From this figure, motivation procedure and what motivates employees, it powers the behavior of individual. It is known that there is no invers ally well-known theory of motivation in the work place to due to the difficult nature of working environment, however there are a number of common theories that aim to explain what motivates employees at work it is for the benefit of the reader to note that each theory appropriate to motivation from a different side and collectively they deliver beneficial clues in considering how to develop employees will being at work, or rather, how to create a work place where employees be motivated.

Hag's awe (2011) placed that there are two kinds; motivators; positive motivators and Negative motivators. He argued that positive motivators are termed as „pleasure container“ to imagine that a number of containers that are capable of holding „pleasure“ because these represent desirable qualities that people want to achieve. They usually direct towards actions trying to attain one or more else. However, negative motivators are „pain containers“, because they represent and attempt to avoid them. They do motivate peoples to take actions, but only in trying to avoid them.

#### **2.1.4. Challenge Affecting Employees' Motivation**

It is clear that there are numerous challenges affecting employee motivation. Every challenge has its own exceptional approaches significant and contributions towards motivations that elevates and maximize organizational advancements. Additionally, an incentive is something which stimulates a person toward some goal. It activates human needs and creates the desire to work. Thus, an incentive is a means of motivation. In organizations, increase in incentive leads to better achievement and vice versa. No one works for free. Employees work to earn good and reasonable salary and payment, and employee's desire there works to feel that same. Frederick Taylor and his scientific management associate described many at the most fundamental factors in motivating the industrial workers to attain greater production (Quratul, 2012).

According to Quratul, it is said that leadership is about getting things done accurate way, to do that you need people to follow you and work on the to trust you and sometimes they need to be motivated. This shows motivation is purely have a leadership behavior. In addition, A research conducted by Khan, Farooq and Zilakatthn(2010), a comparative analysis of the challenges determined motivational levels of employees working in Kohat, India explaining on that there study focused on analyzing the rule of reward that plays in motivating employees explaining the predictor variables(payment promotion , benefits and recognition ) in criterion variable (employee motivation). They concluded that promoting among the four independent variables have greater effect in explaining variance in employee work motivation of targeted issues.

They argued and suggested that employees in Kohat have the tendencies to favor and necessitate promotion as the most important influential variable. Thus, there are various factor that callings employees' motivation of which include rewards empowerment, trust, fair pay, incentives, special allowances, fringe benefits, leadership, encouragement, respect, joint decision making, quality of supervision, adequate working relationships, appreciation, chances of growth, recognition, safe working conditions and the like.

#### **2.1.5. Theories of Motivation**

Theory of motivation can be traced back to the ideas of Taylor, who come up with the principles of scientific management, which purposes to give greater control to management over the labor process by exchanging effort for reward.

Later, Mayo's came with the Hawthorn experiments that concentrate four areas: lighting, layout of the rooms, employee's perception, perception their supervisors and social relations at work. The overall conclusions were that employees satisfactions with their tasks deeply relay upon their social relations with others (friendship, love, sense, of belongingness, etc.) and the social relations were more important than physical conditions. This mean that employees were motivated more through their relation than the physical conditions at work (Senyucel, 2009).

Basically, the many theories of motivation have developed in to the categories: early theories and Contemporary theories. But bear in mind that one should not justice this early theories motivation all the context of today's ethics and morals. In addition, it is useful to note that many of the early opinions were never intended to have the importance that letter placed upon the.

### **2.1.6. Early Theories of Motivation**

As we all know psychologists have studied about human motivation extensively and have derived a variety of theories about what motivates people. This section briefly highlights the motivational theories that are regularly discussed in management textbooks. Thus, in this paper four early motivation theories are given emphasis to substantiate which are: Maslow's hierarchy of needs, McGregor's theories X and Y, Herzberg's two factor theories and McClelland's three needs theory.

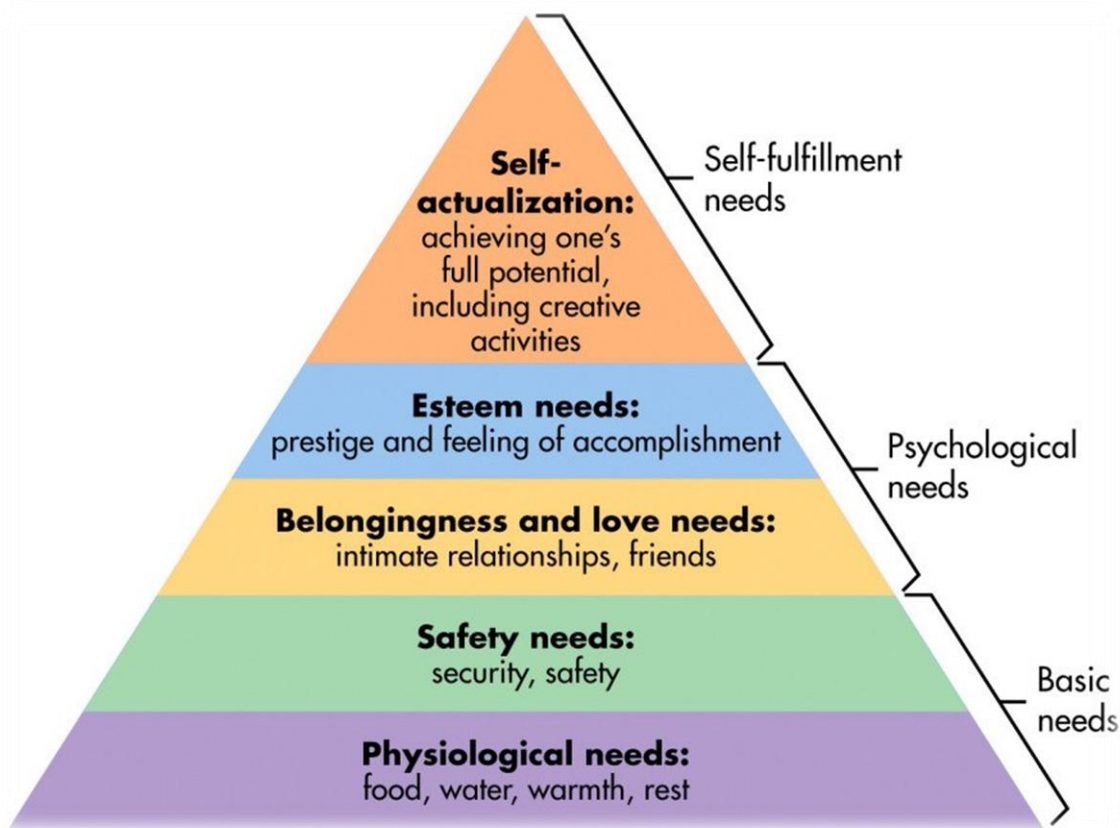
The valid explanations of these early theories are important because they represent the foundation from which contemporary motivation theories were developed and many practicing managers use them.

#### **2.1.6.1. Maslow's Hierarchy of Needs Theory**

The best know theory of motivation is Abraham Maslow's hierarchy of needs theory. In 1943, Maslow was a physiologist who proposed that with every person there are hierarchies of five needs: basic physiological needs, safety needs and security needs belonging and social needs, esteem and status needs and self-actualizations.

Senyucel (2009), in his book well-known that Maslow's argument on that people are activated and satisfied and fulfilled by built in basic intrinsic motivators that arranged in a hierarchical order. And, greener (2011), discussed that Maslow's the father of modern motivational thinking; he was writing about 50 years ago, the assumption are still quoted as being the foundations of much of the motivational background by defining a pyramid of needs in terms of human

requirements in life, and in work. The pyramid of needs is: - biological- as the basis of life, food, shelter, sex, sleep etc.; safety (or security) - in a work context, the secure tenure that means the job is safe provided the incumbent does not do everything really stupid; affiliation- the sense of belonging to a team or a group, the feeling that an employee is wanted because he/she does reasonably good job. Might even include affection and respect, Esteem - the belief that an employee is valued and recognition by which this is established (rank, self-respect, prestige); self-Actualization realizing one's own potential, growth, advancement, and creativity.



**Figure 2.2 Source: Abraham Maslow's hierarchy of needs (Griffin 2008)**

According to the argument above your head the Maslow identified the each level in the needs hierarchy must considerably satisfy before the next need become dominant. From these managers using Maslow's hierarchy of needs motivate there employees must be things to satisfy needs of employees but not motivate someone, you have to be clear what need level that the person is in the hierarchy and focused on satisfying needs at or above that specific level(Greener,2010).

### **2.1.6.2. McGregor's Theory X and Y**

Douglas McGregor is best known in his two assumptions about human nature: Theory X and Y.

Stella (2008), well-known that “motivation and work performance: Complexities in achieving good performance outcomes “quoted that the theory of McGregor developed two different perceived perception of how people observe human behavior at work and company life and called these opposite approaches theory X and Theory Y, very simply, theory X is negative view of people that assumes workers have little ambition, dislike works, want to avoid responsibility, and need to be closely supervised and management has the responsibility to ensure the productive element of the initiative are organized such as money, materials, and people with the purpose of meeting economic needs.

Maslow's theory of need have laid down the initiation to McGregor to generate his thoughts on employee motivation where he comes up with assumptions claiming a manager's opinion about the people influence on the way they manage. Theory X represents the set of views that people are motivated only to satisfy their basic needs and not to contribute to the satisfaction of organizational need. People only work for money and they are inherently undependable and prefer to do as little as possible at work. In such situation occurs. McGregor argues that managers should try to change their staff behavior to fit the needs of the organization through reward, punishment and control (Senyucel, 2009). The scholar also highlights that Theory Y is a positive view that assumes employee enjoy work, seek out and accept responsibility and exercise and reflect the hypothesis that people are motivated for growth and fulfillment, and contribute to achieve organizational goals. Based on this idea, management's responsibility is to support employee to develop and grow at work by creating an appropriate work environment which can be achieved in various ways such as training and development opportunities, modifying job design or changing certain job tasks.

Furthermore, McGregor draws the following views:

- Work is natural
- Employees will self-directed to meet their work goals if they are committed too;
- Employees are committed to their objectives if motivation factors such as rewards are in place that address higher needs such as self-fulfillment;
- Employee always seek responsibility

### **2.1.6.3. Herzberg's Two Factor Theory**

Herzberg took up almost where Maslow had left off. He defined a number of motivations in a working environment-often related in to various cultures-hygiene and “motivators”. Typically Herzberg asserted, hygiene factors will resolve the areas such as working condition, administration and supervision, interpersonal relationship and organizational policies. Motivators on the other hand are aspects of human life and will materially improve the chance of deriving genuine motivation from employees. They are: recognition, reward, achievement, challenge, responsibility, the job itself (Greener, 2010).

According to Isiaka (2011), the discussion relay up on the opinions of Frederick Herzberg theory of employee motivation based on satisfaction that was implied that a satisfied employee is motivated from within to work harder and that a dissatisfied employee is not self-motivated. The key idea about hygiene factors is that it is their absence, particularly when they are rapidly removed, that causes dissatisfaction at work. Providing them does not motivate employees to work harder, except perhaps for a short period of time, after which they are taken for granted and people want new improvements. The reason that providing or improving hygiene factors fails to motivate employees work. The distinguishing feature of motivation factors is that employees can only get them by the way work unlike hygiene factors are just there regardless of how hard any one works.

Theoretically, it is said that dissatisfaction only occurs when hygiene factors are absent and satisfaction only occurs when motivational factors are present. When hygiene factors present and when motivation factors absent, there is simply neither dissatisfaction nor satisfaction (Senyuce1, 2009).

McPheat noted in his book that Herzberg identified the top six factors lead to satisfaction and top six factors the leads to satisfaction in the working environment.

These are described under Figure 2 below.

Challenges Affecting Job Attitudes	
Leading to Dissatisfaction	Leading to Satisfaction
<ul style="list-style-type: none"> <li>• Company Policy</li> <li>• Supervision</li> <li>• Work condition</li> <li>• Environmental condition</li> </ul>	<ul style="list-style-type: none"> <li>• Achievement</li> <li>• Recognition</li> <li>• Responsibility</li> <li>• Advancement</li> </ul>

Figure 2.3 Herzberg’s Influences Affecting Job Attitudes (McPheat, 2013: pp20)

Because of the list of factors for dissatisfaction and satisfaction are not opposites we cannot assume that improving a factor of dissatisfaction were lead to satisfaction, it would simply lead to the absence of dissatisfaction.

In addition, a research conducted by Stella (2008), with regard to motivation and work performance focusing on motivational measures and improving work performance of kit gum District Local Government in Uganda, taking in to deliberation the interesting views of Herzberg’s Theory .But, the researcher finalized and decided that there has been a considerable success in the use of both the hygiene factors and motivators. This stands in contrast to the original view of Herzberg, which only motivation factors were careful as the factors increasing job satisfaction and motivation.

#### **2.1.6.4. Contemporary Theories of Motivation**

The theories that researcher look at in this section represent recent explanation of employee motivation, although these theories may not be as well-known as those above .the contemporary motivation approaches include expectancy theory, goal setting theory, equity theory, reinforcement theory, job design theory, and high involvement work practices .But in this paper it is more relevant to review the expectancy theory, goal setting theory and equity theory .These are the process theories of motivation that think on the choices (or actions) individuals make to achieve their goal (Senyucel,2009).



### **2.1.6.5. Expectancy Theory**

The expectancy theory of motivation is a process theory, based on the assumption that human beings are purposive and rational, aware of their goal and behavior.

Essentially, in view of Isiaka (2011), the theory states that the strength of individual's motivation to do something will depend on the extent to which they expect the result of their efforts, if successfully achieved, to contribute towards their personal needs or goals. This theory which is based largely on Vroom's idea according to Isiaka who was recommended that the strength of an individual's motivation is the product of the following two challenges:-

- 1) The strength of their preference for certain outcome. Vroom called this valence .it may be represented as a positive or negative number or zero since outcomes may be desired, avoided or considered with indifference.
- 2) The individual's expectation that the outcome will result from a certain behavior. Vroom called this subjective probability. It is only the individual's "expectations" and depends on their perceptions of the probable relationship between behavior and outcome. As a probability it may be represented by any number between 0(no chance) and 1(certainty) it is called expectancy.

Apart from this according to McPheat (2013) and Senyucel (2009), this theory was drawn from the originating assumption of Vroom (1964) and Lawler (1968) claiming that the force of motivation can be shown if the key values are known.

- ✓ Expectancy-perception that there is a connection between effort and performance (e.g. if I work hard, I will get promotion)
- ✓ Instrumentality-perception that performance related outcomes will result in value related outcomes (e.g. if increase the quality of my work, I will receive a bonus).
- ✓ Valence-expected worth of outcome (e.g.acknowledged will help me satisfy my self-actualization need)

Talking these ideas in view, motivation is the means or bridge for the relationship existing between work and outcome, whatever the outcome is a mean for satisfying needs. This clearly elaborates the issue with extrinsic financial motivation and why those of intrinsic motivation are more powerful than extrinsic motivation. To make clear, for example, any kind of incentives or bonuses scheme work only if the relationship of effort and reward is clear, this mean that the value of reward is more worth of effort.

In addition, intrinsic motivation can be more powerful than extrinsic motivation because the intrinsic motivation outcomes are more under control of individual, depend on their experience to show the extent to which positives and advantageous results are obtained parallel to their behavior.

#### **2.1.6.6. Goal Setting Theories**

Various researches on goal setting theories address the issue and the findings, as are an impressive in term of the effect that goal specificity, challenge, and feedback have on work. It provides substation support for goal setting theory; specific goals increase work efficacy and that difficult goal, when accepted; Result in higher performance than do easy goals and this theory tell us working toward a goal is a major source of job motivation.

According to this theory, Individuals goals must be associated with the overall goals of the organization. Individually goals must be realistic and mutually agreed (Kakas and Trivellas, 2011). Goals with clear and explicit outcomes are likely lead to higher work achievement For example an employee is likely to perform better if the outcome of the task is known and clearly clarified rather than general goals (Senyucel, 2009)

#### **2.1.6.7. Equity Theory**

The assumption laid down in this theory is the way that individual's perception how they are equally treated with others at any circumstances. Based on this, if individuals will be motivated if they are treated equally, and demotivated if they are not treated fairly and getting equal treatment.

Areas in which the perception of equity are like rewards based on support and the way how organizations implement processes such as benefit package , performance appraisals , promotion and disciplinary cases.

#### **2.1.6.8. Criticism of Various Theories**

This part deals with the review of different criticisms from authors and different researchers.

Such as:

- According to (Senyucel, 2009), elaborates that Maslow's theory of motivation is very vague and wide , arguing that human behaviors cannot predicated, motivators cannot be categorized.

- He also noted that Maslow's theory applies to social and psychological behavior more than organizational behavior. Moreover, there was no evidence that proves that human needs can be categorized into five and arranged on a hierarchical way.
- Herzberg's idea of motivation have also been criticized of being confusing. These criticisms were viewed in two ways:-
- One setoff criticism is that his idea do not apply to unskilled manpower that perform repetitive tasks who are not often interested in a job content unlike accountants and engineers who originally took part in his research. Yet, employee who work manual labor are confusing HR managers over motivation.
- Second set of criticism is the explanation of good or bad events influence the outcome of experiment. This is to say employees are inclined to attribute dissatisfying events (hygiene factors) to external things and satisfying events (motivational factors) to their own performance.

### **2.1.7. Motivation Strategies**

To a large extent, a high level of employee motivation is derived from effective management practices. The most common mistakes that manager is to believe that all forms of motivation revolves around money. Whereas, the truth is that increase in pay and or bonuses do not dramatically increase motivation. What actually happens is that employee is being offered a bonus for a job they should be paying anyway rather than actually rewarding them to do more and /or better. So, what does work? It is simple, it is much better to give recognition employee both privately and publicly. A leader should always approval his or her staff and be an integral part of their work life. Most employees only hear from management when something is wrong and the negative reinforcement is not conducive for his level work team (Ethiopian reporter, 2013).

According to Manmohan (2013), discussion that get motivated employee, Human resource manager should ensure that HR personnel as well as other concerned departmental managers must consider doing the following:-

- ✓ Empower Employee: - providing employees with the required autonomy, authority, trust and encouragement to accomplish tasks effectively. This opportunity makes that employee more responsible and loyal to the organization.

- ✓ Providing an effective reward system: - such rewards show to employees that their intention/ behavior are appropriate and should be repetitive. Making employees feel that their work is valued, to boost their motivation common examples are pay bonuses, promotions, awards, appreciation, verbal praise etc...
- ✓ Creating flexibility: - today's employee value personnel time because of family need to own "flextime" that help them to set and control their own work hours to accommodate their personnel needs.
- ✓ Treating people fairly:-employees are always compare themselves with others, and they need to see to be motivated equally and fairly at every corner, so the HR personnel should aware of in providing and serving their employees without prejudices.

### **2.1.8. Motivational Factors**

Employees are the most important assets of an organization. The organizations with more motivated employees tend to be more effective than organizations with fewer motivated employees. There are many motivation factors that can be used to encourage employees to work, for the purpose the study the following motivation factors are selected from Herzberg's Two Factors Theories:

#### **2.1.8.1. Payment/ Salary**

Salary and wage plays decisive part in employee motivation. Employee wages and salary must ensure him the social status and should be able to fulfill the expectations. According to Herzberg theory, it is identified that in order to prevent dissatisfaction, management needs to continue to observe competitors salaries and keep their staff's salaries in line with competitors.

#### **2.1.8.2. Promotion**

It involves a competitive selection process, and results in the employee's movement in to a different role in a higher pay band. If it is done fairly it enhance employee motivation and competitiveness. Promotion contributes significantly to the dissatisfaction of employees.

#### **2.1.8.3. Employees Benefit**

From the above theories we can say that organizations should understand the needs of their employees and create encouraging working environment.

Managers should understand what motivate their employees. Organizations should develop and handle proper motivational practices.

#### **2.1.8.4. Recognition**

Recognition schemes enable appreciation to be shown to individuals for their achievements either informally on a day-to-day basis or through formal recognition arrangements. They can take place quietly between managers and individuals (Armstrong, 2007). Recognition of work is the essence of securing good work. It is one of the most powerful motivators. Efficient people would naturally like to get recognition for their skill and excellence in their work. Such recognition can do many things that what a cash reward can do. Armstrong and Muralist (2005), underlined on the point that, recognition is supposed to be given judiciously. That is, it must be related to real achievements of employees. The recognition given will have a great impact if it is followed by provision of achievement bonuses awards.

Organization can also give other forms of recognitions such as long service awards, status symbols of one kind or another, sabbaticals and work related trips abroad.

#### **2.1.8.5. Work content**

Content of the work itself is a major source of satisfaction. The content of the work should be encouraging and interesting and have variety inbuilt in it so that it is not boring. Positive feedback from the job and autonomy has been considered to be important for motivation of employees (Kondalkar, 2007). He also adds that too tough or job having too little challenge brings frustration and feeling of failure hence the job should be moderately tough so that the individual has to stretch his ability, imagination and skills.

#### **2.1.8.6. Work Environment**

Good working condition consist healthy, safe and enjoyable working environment. Working conditions have a modest but lasting effect on job satisfaction. According to Pearson (1991), jobs that are both motivating and satisfying are said to be those that provide skill variety, task identity, task significance, autonomy and feedback. The type of job individuals do influences their satisfaction.

## **2.2. Empirical Studies on Employee Motivation**

### **2.2.1. Studies Conducted Outside of Ethiopia**

There are numerous studies conducted on issues related to employee motivation and employee performance in different part of the world and here in Ethiopia. This alone shows nature of motivation is very complex and there are no simple answers to the question what motivate employees more. Something that motivates one person may not motivate the other.

John Jungle (2005) conducted a research titled reward and recognition programs, the secret to maintaining a high morale and motivated work force in Pompano Beach fire department (Florida). The purpose of the research was to evaluate the current employee recognition and reward problem and develop a program that will be valued by employees.

The results of the project indicated members of the department didn't believe that the current employee recognition/reward program was effective and did not offer any value.

Patcharak (2002) from USA has conducted a study on employees of Saint Paul hotel. The title of the study was assessment of motivation. The motivating factors such as salary, job security, flexible hour, advancement, work environment and benefit were used to execute the study. The outcome indicated that these factors had significance and positive relationship with work motivation. Especially salary and work content had strong relationship with work motivation.

Hafiza, Shah, Humeral Jams heed (2011) indicate that there is significant and positive relationship between extrinsic rewards and employee motivation but organizations are not offering right amount of financial rewards (extrinsic rewards) to their employees. Pay is a significant factor which affects employee motivation.

Kahn (2010) has examined the influence of on payment, recognition, promotion on employee work motivation. The statistical analysis result shows that there is strong relationship between reward and employee motivation. This study has greatly contributed in revealing the fact that different tactics and policies would have different motivational impact on diverse people.

Pamela Akinyi omollo (2015) from Kenya conducted a study on the effect of motivation on employee performance of commercial banks in Kenya. The study shows that monetary rewards significantly affect the performance of the employee in the organization.

A number of parameters were considered under job enrichment like workload, work environment. It significantly affected job performance and that a good working environment and an average workload would highly motivate the employees to perform their duties.

Cynthia and Frank (2012) from Ghana conducted a research on reward as a motivational tool. The findings of the research suggest that while the use of rewards, especially monetary ones is pervasive in most organizations they don't end up fulfilling the purpose of its use; which is to motivate employees. The respondents noted that in most cases because monetary rewards and benefits are given at the end of the year to everyone; it becomes an entitlement which they look up to regardless of their level of performance.

Boamah Richard (2014) from Ghana conducted a study on the effect of motivation on employees' performance in education directorate examined the effect of motivation on employees to identify factors that motivate employees; to determine the employees' performance and to assess the effect of motivation on the employees' performance in Asunafo North Municipal Education Directorate. The study has revealed that promotion and opportunity for advancement are the major motivation factors and the study has also revealed that motivation level is low in the area of wages and salaries. It was recommended that Ghana Education Service should consider as a matter of urgency, the need to make upward adjustment in wages and salaries which will go a long way to reduce the high incidence of labor turnover.

### **2.2.2. Studies Conducted in Ethiopia**

Lemessa Duffera (2012) conducted a research on the compensation management practices of telecom, Data were collected through questionnaire prepared based on various scholar work. The outcome of the study showed that CBE employees' perceive they are on treated equally both internally and externally. In addition, majority of the employees are motivated with CBE non-financial compensation than financial compensation. Besides, majority of the employees perceive that CBE labor union has been acting as nominal figure and it is inactive in most compensation management decision of the organization.

Yitbarek Gochel (2012) conducted a research on reward management practices in Ethiopian airlines the pay, promotion, and benefit practices of the airline are assessed from varied reward management dimensions.

In doing this, the alignment, transparency, equity, fairness, competitiveness, flexibility, and some other aspects of the existing reward practices are valued based on employees' opinion. The result of the research work revealed that many aspects of the reward management practices of the airline are exercised poorly except some aspects in relation to promotion and benefit administration.

Mahlet (2012) conducted a study titled reward and motivation for health care professionals in Addis Ababa. Her study focused on two governmental hospitals which found in Addis Ababa namely Tikur Anbesa hospital and Alert hospital. She has examined the "influence of intrinsic and extrinsic rewards such as promotion, acknowledgment, task autonomy, work hour and so on". There was a significant and positive relationship between these variables and work motivation. The study highlighted the various dimensions necessary for motivating employees to improve the quality of care in health sector which is the concern of all.

Tamene (2015) conducted a study with the title of "The Relationship between Reward Practices and Motivation the Case of Co-Operative Bank of Oromia S.C. The study examines the association between rewards and employee motivation in Cooperative Bank of Oromia S.C". The results showed that promotion is much significant factor for employee motivation as related to other variables factors like, working condition, work content and benefits.

Fiseha (2013), in his study "The effect of motivation on employee at Mekdim Ethiopia National Association" explained that employees were not fulfilled with the current motivational factors and his study also shows that employees were experienced with low level of motivation.

Scholars mentioned that there are different factors affect employees in an organization and focused on cause and effect of the variables, whereas as this study conducts to assess the employee's motivational practices, formal motivational system and strategies to enhance employees work motivation.

This is being implemented in Ethio Telecom AddisAbeba Semen Branch at Sdist kilo. In today's competitive and challenging business environment the management must try to acquire or retain a well-educated, motivated and experienced workers so as to be competitive in that market and to make the organization profitable. The question then is what extent top management do, to ensure that employees perform well in the organization.



Therefore, in this study the researcher will be identify the motivational practices that use by Ethio-Telecom at AddisAbeba Semen Sadist Kilo.

### 2.3. Conceptual Framework

According to discussions of Greener, 2010 in the review of related literature, hygiene factors and from McPheat (2013) motivator factors were considered to this model. Basically, the model is constructed based on the Herzberg’s two factor theory and their influence on employees“. In this study researcher would assess the practices and challenge of employee’s motivation in organization.

Based on the review of related literatures, the researcher would be developed to ascertain the effect of motivational packages on employees. The motivational packages influencing employee’s motivation in the study consists adequate pay, good working conditions, promotion and growth, recognition and appreciation, career advancement and fringe benefits. The conceptual framework for this study is indicated as follow.

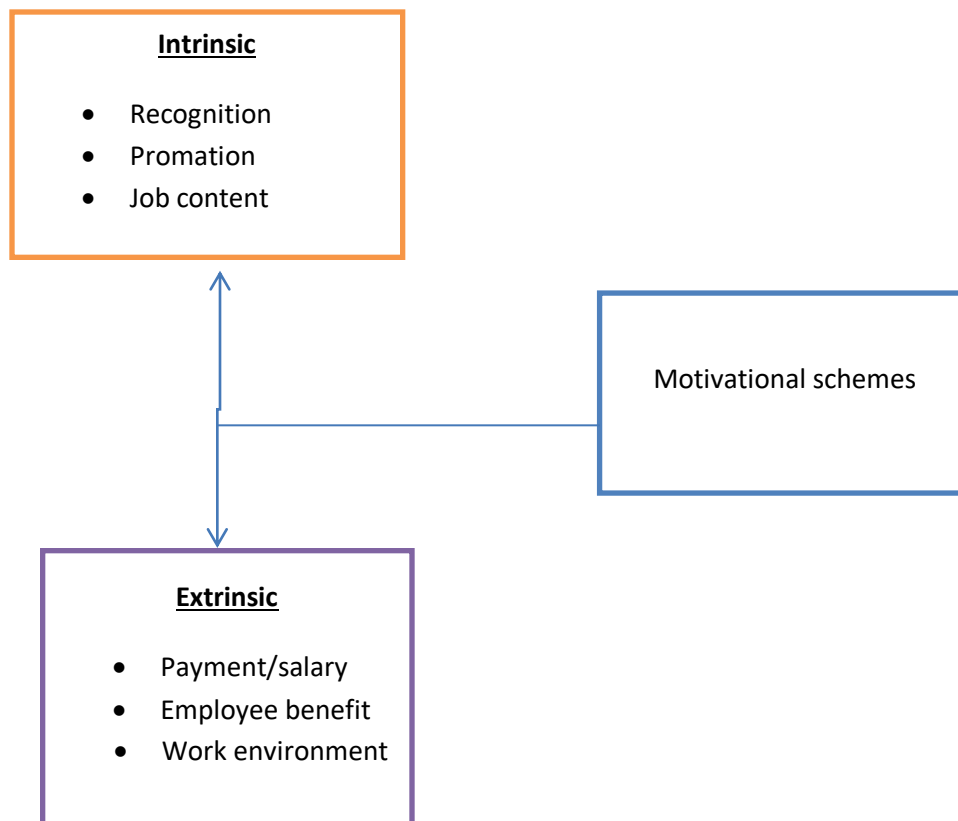


Figure 2.4 Conceptual Framework Adapted from Review of Related Literature

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1. Research Design and Approach**

The primary purpose of this study was to assess employee's motivational practice in Ethio-Telecom AddisAbaba Semen Branch at Sdist Kilo in light of theoretical frame work and has a descriptive nature. The major purpose of descriptive research is to describe characteristics of a certain phenomenon, this study also aims to describe and explain the practice of employee's motivation. The descriptive research design describes the characteristics of objects people or organization (Zikimund, Babin, Carr & Griffin, 2012:15).

There are two well-known research design approaches (qualitative and quantitative). In a qualitative research design, the researcher relies on qualitative data in nature and often depends on key information, opinions, and suggestions and employees perception the common qualitative research designs include: case study, ethnography, phenomenological study, grounded theory study and content analysis. Each design has its own particular setting and its choice depends on the researcher's problem statement or research question to be answering.

On the other hand quantitative design involves quantitative information that can be summarized through statistical analyses. Quantitative research design encompasses: observation studies, developmental studie. Data collection instrument in a quantitative research design often makes the use of checklists and defined point rating scales (Leedey and Ormrod, 2010).

Based on this, the researcher used mixed approach to investigate motivational practices and determine employee's perception towards the employees' motivational practices in Ethio telecom semen branch sdist kilo.

The researcher also used qualitative approach together information from the top and middle managements through the interview. Quantitative was collected through the questionnaire from the employees and determine analyzed statically to get reliable information from the respondents.

## 3.2. Population, Sample Size and Sampling Techniques

### 3.2.1. Target Population

The target population of this study was the employees who are work at Ethio-Telecom at AddisAbeba Semen at Sdist kilo. The total population are 380 employees works in the organization. The study was focused on assessment employees motivational practices in Ethio-Telecom at AddisAbeba Semen Branch Sdist Kilo.

### 3.2.2. Sample Size

As cited in Glenn,( 2012), there are several approaches todetermine the sample size. This study prefers the formula derived by Yamane, (1967) cited in Glenn,( 2012) rule of thumb, based on the information from the data, for the population of 380 at 5% margin of error and 95% confidence level the sample size is 195.

$$n = N/1+N(e)^2$$

Where n= sample size, N = population size, e = level of precision given that 95% confidence level and p = ±5% are assumed.

$$n = 380/1+ 380(0.05)^2$$

$$= \underline{\underline{195}}$$

**Table 1Sample Size Distribution**

Department	Target population	Percentage	Sample size	Percentage
Cordinater of system	32	8	13	7
Human resources and administration	21	6	12	6
Finances and purchase	51	13	26	13
Customer services	58	15	29	15
System operation	72	18	36	18
Senior expert	48	13	30	15
Sells	86	21	45	23
IT	12	2	4	3
Total	380	100%	195	100

Source: primary sources data Ethio-Telecom HRM

### **3.2.3. Sampling Techniques**

The researcher used stratified random sampling technique which is a type of probability sampling that involves selecting randomly from a list employees based on their work department (a sampling frame) which is the required number of subjects for the sample used lottery method by assign slips bearing the numbers. The study focused on the assessment of employees motivation practices in Ethio telecom AddisAbaba Semen Branch at sdist kilo.

## **3.3. Source of Data and Data Collection Tools**

### **3.3.1. Sources of Data**

The study used both primary and secondary data sources. Primary data were gathered from respondents using questionnaire and interview. These data relevant for the study were collected from the employees to get first-hand information adding the basic research questions of the study. More over primary data that can help to complement the information obtained from employees were collected from the management of the organization through interview. On the other hand the secondary data that cannot be obtain from the primarily sources were collected from the different documents and reports that related with employees motivation in the organization.

### **3.3.2. Data Collection Tools**

Data collection is the process of gathering, measuring information on the target variables and its establish systematic fashion that enables one to answer stated research question. The primary data was gathered from the organization employees by used questionier and interview from the top and middle managers. The researcher used questionnaires provide a relative cheap, quick and efficient way of obtaining large amounts of information from large sample of employees. Data can be collected relatively quickly because researcher would not to be present when the questionnaire were completed. The researcher used interview that help to better understand, opinion, experiences phenomenon and behiover to get information in-depth.

The questionnaire were developed in English its have three parts; the first part related to demographic profile of respondents, the second parts about the motivational schemes of employees and their perception and the third part includes interview question for the

managers. The secondary data were collected from Ethio-Telecom reports, and documents to assess the employees motivational practices.

### **3.4. The procedures of Data Collection**

The primary data is collected through structured questionnaires and interview. The close ended questions have Like rating scale of 1 to 5 where; Strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (D) = 2 and Strongly Disagree (SD) = 1. The use of Likert scale is to make easier for respondents to answer question in a simple way. The questionnaire will be composed of two sections. The first section the general demographic information's about employees and the second part covers dimensions of the practices of employees motivation Ethio-Telecom AdisAbebeba Semen Branch Sdist Kilo. After making revisions and having permission from Ethio-Telecom AdisAbebeba Semen Branch Sdist kilo human resources officers, questionnaires were distributed to staff members of Addis Ababa Semen Branch Sdist Kilo. Since it has presumed that the employees can communicate and understand the intention of the questionnaire in English and the questionnaires were prepared in English language. For interview questions for the discussion will be made ready and the responsible of top and middle managers contacted for arranging a meeting program. During interview data was collected by taking notes based on the discussion questions designed. Finally, the data which gathered using the questionnaire was code and process using the Statistical Package for Social Sciences (SPSS).

### **3.5. Methods of Data Analysis**

The researcher was used employee's descriptive data analyzing method to analysis the collect data and data collect through questionnaires and interview. The collected data were clearly presented by using tables which are expressed in the form of frequency, percentage, mean and standard deviation. The researcher used SPSS for analyzing the data collected from the respondents and assess the employee's motivational practices the company. The researcher described and analyzed clearly each finding for the study.

## **3.6. Validity and Reliability Of Measure (Instruments)**

### **3.6.1. Validity Assurance**

Validity is defined as the extent to which data collection method or methods accurately measure what they intend to measure. Sources: [H//tt:www.ncbi.nih.govpmc](http://www.ncbi.nlm.nih.gov/pmc).

To ensure the validity of the study, data were collected from the reliable sources, i.e. respondents who have experiences in Ethio telecom and it examined by the advisor and other colleagues to determine its clarity.

### **3.6.2. Reliability**

Reliability of the primary data is very important because the study, mainly depend upon the respondent's opinion. Research instruments are designed using a simple and clear language to ensure respondents have a clear understanding of what each questions are meant to ask and sequence of questions are apply for to increase the probability of consistent respond. Standard questionnaires which is slightly adjusted to suit the research was selected with a strong base from the literature in order to be relevant to the subject matter

The study was measured the reliability of the questionnaire and organize by calculating Cronbache's alpha with all variable used SPSS. The researcher perform reliability analysis the collected data form the employess in the organization. The collected data based on practices and challenges of employees motivation. The consistence's were greater than 0.7% the alpha coefficient obtaining from the analysis.

### **3.6.3. Reliability of the Instrument**

As proclaimed by Bhattacharjee (2012), reliability is the degree to which the measure of construct is consistent or dependable. This research has administered the most originally designed by Lee Cronbachs in 1951. According to Sekaran (2003), reliability less than 0.6 are considered to be poor, 0.6-0.7 fair, 0.7-0.8 good and above 0.8 very good ranges to be acceptable. The reliability coefficient close to 1 is better.

**Table 2 Reliability Coefficients**

Variable /Items	No of items	Cronbachs Alepha
Salary/Payment	7	0.90
Employees benefit	4	0.95
Promotion	7	0.97
Recognition	5	0.98
Job content	7	0.96
Work environment	6	0.94
Average cronbachs alepha		0.95

Sources; own survey, (2020)

Table- 2 show that instrument in the used in this study is reliable with cronbachs alpha value of the motivational schemes payment/salary employeeyes benefit , promotion ,recognition job content and workenviroment:- 0.90, 0.95, 0.97, 0.98, 0.94 and 0.95 respectively, with cronbachs alph. Consequently, as all the coefficient are above 0.95 the overall reliability of coefficient is considered as better.

### **3.7. Ethical Considerations**

Research, as a scientific process and activity, has got its own basic ethical conducts that shouldn't be compromised at all levels. For instance, any source that is quoted and used as essential part of the study was provided. That means, acknowledging the authors of books and articles is necessary. Moreover, the data was gathered from the appropriate and relevant sources. Therefore, with respect to the current study, the researcher was respect and complied with existing ethical principles to make the research credible and acceptable by the academic communities and users of the result.

The confidentiality of participants' (top managers, middle manager, and employees were maintain their names; addresses, signature and their roles in company not appear and to contented in the questionnaire. In addition, respondents fully volunteers to participate in the study and their rights/privacy is respect. The researcher was presented the findings of the study without any distortion of the reality.

## **CHPATER – FOUR**

### **DATA ANALYSIS AND INTERPRETATION**

#### **4.1. INTRODUCTION**

This chapter outlines the data analysis and interpretations of the results. Data was collected from the employees of Ethio-Telecom AdisAbeba Semen Branch Sdist Kilo. To analyze employees motivational practices at Ethio-Telecom Semen Branch AdisAbeba. Hence, the results of analysis are presented using descriptive analysis.

This chapter data that was gathered from the questionnaire that was distributed to Ethio-Telecom at AddisAbeba semen Branch Sdist kilo is analyzed and interpreted.

#### **4.2. Response Rate**

As explained in the methodology part of this study, for 380 population 195 sample size was taken ,questionnaire was distributed to the respondent employee's. However, out of the total sample size only 195 response were collected making the response rate 100% which is acceptable to make this study generalizable.

#### **4.3. Respondents Profile**

Presentation of respondents profile gives readers a chance to analyze the background information of respondents. It also helps person who reads this paper to assess mix in terms of age, gender , work experience and education respondent.



**Table 3 Frequency Distribution of Demographic Variables**

Items		Frequency	Percentage
Age of respondent	18-30 years	52	27
	31-40years	86	44
	41-5o years	50	25
	Above 50 years	7	4
	Total	195	100%
Gender of respondent	Male	112	57
	Female	83	43
	Total	195	100%
Level of education	Certificate	-	-
	Diploma	62	32
	Under graduate	130	66
	Masters	3	2
	Total	195	100%
Respondent years of experience in the organization	Less than one year	5	3
	1-4 years	17	9
	4-6 years	23	12
	6-8 years	110	56
	Above 8	40	20
Total		195	100%

Source: own survey, (2020)

Table 3, data show that the age of the participants, the group (27%) are in the range of 18-30 years age group.

The second the largest group (44%) indicated in the range of 31-40 years of age group and 25% of the respondents are in the 41-50 years age group and the rest age group above 50 years 4%. About gender of respondents 57% are males and the remaining 43% of the respondents are females.

The demographic Characteristics also show educational background division of respondents and undergraduate or degree holder is dominant (68%) followed by Diploma Holder (32%) ,master (2%) and no certificate respectively.

The data show that there are 32% of employees are diploma holder and only 2% of employees are master in the organization there less attention for the employees educational level this affect employees motivation.

The largest groups of respondents 110( 56%) have a working experience of 6-8 years and above on the current job,40(20%) have above 8 years of working experience, 23 (12%) have a working experience of 4-6 years, 17(9%) 1-4 experiences and the rest 5(3%) less one experience.

The number of years of experience of an individual can contribute a lot towards the way he/she thinks, the method he/she performs his/her duty and the like. To this end, it is believed that the more an individual stays on administrative and staff level, the more he/she can acquire an experience of which practices and challenge his/her motivation and how to deal with in an organization which intern leads to minimization of conflict of interests, used for customer satisfaction and the company profitability With this regard the data collected from the respondents, as we can observe from table.

#### **4.4. Descriptive Analysis of Employees Responses**

In order to grasp the general perception of respondents on the issue of motivational practices in Ethio-Telecom AddisAbaba Semen Branch Sdist kilo, the researcher has included the measures stated the frequency, percentage, mean, and standard deviation for each response which is again analyzed and interpreted.

**Table 4 The Perception of Employees towards Pay/Salary**

Key- SA=Strogly agree, A=Agree,N=Neutral, D=Disagree and SD=strongly Disagree responsesntsoptionionon employees motivational schemes. The mean values 4.21-5 strongly agree, agree 3.41-4.2 agree ,2.6-3.40 nuetral, 1.81-2.6 disagree and 1-1.8 strongly disagree Sources :- the mean value range Vigeger house,(1997)

Statements	strongly disagree		Disagree		Neutral		Agree		strongly agree		Mean	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Mean	Standard Deviation
You feel paid a fair amount for the work you do	26	13	86	44	22	11	55	28	6	3	2,64	1,12
The company's bonus payment system based on performances is highly motivating the employees.	40	20	101	52	20	10	30	15	4	2	2,27	1,02
you receive the similar salary with others doing the similar job in the firm	8	4	16	8	14	7	104	53	53	27	3,91	1,02
you feel that the existing pay motivates you to perform your work	33	17	112	57	28	14	19	10	3	2	2,22	,89
Salary increments are made based on the performance results of workers in your company	30	15	116	59	22	11	19	10	8	4	2,28	,98
Performance related incentives improve your work motivation	15	8	17	9	12	6	81	42	70	36	3,89	1,21
I am satisfied with the payment provided by the organization	41	21	79	41	23	12	30	15	22	11	2,55	1,29
Grand mean											2.82	1.00

source: own survey, (2020)

As shown on table 4 :- the respondents were asked to give answers to seven questions related to payment/salary practice of the Ethio-Telecom AddisAbeba Semen Branch Sdist kilo. The first question being employees perception of fair payment for the amount of work you do:- 26 (13%) of the respondents strongly disagree/ don't think that they are paid a fair amount for the work they do, 86(44%) of the respondents are disagree with the preception of fair payment, 22(11%) of the respondents are neutral to the statemet whereas 6(4%) agree and 55 (28%) strongly agree with the statement of being paid a fair amount for the work done. The mean and SD respectively 2.64 1.12, this data indicate the employees are neutral to being paid a fair amount for the their work.

The second question the company's bonus payment system based on performances:- 40(20%) strongly disagree, 101(52%) disagree and 20(10) neutral to the statement whereas 30(15%) agree and 4(2%) strongly agree. The mean and SD are 2.27,1.02 respectively, this shows that employees are disagree with the organization bonus payment system is not based on performances as result the employees are not motives the company employees.

The third question you receive similar salary with other doing the job in the firm:- 8(4%) strongly disagree, 16(8%) disagree and 14(7%) are neutral to the statement while 104(53%) agree and 53(27%) strongly agree. The mean and SD with a respective score 3.91 and 1.21 respectively, this show that respondents are with an agreement to being paid the same salary to others doing the same job with in the organization.

Asked to the employees if the existing pay motivates to perform you work:- The data indicates that 33(17%) strongly Disagree and 112(57%) disagree), 28(14%) neutral to the statement while 19(10%) agree and 3(2%) respondents agree and strongly agree to the statement. The mean and SD 2.22, 1.01 respectively, this show that employees are disagree with the existing pay system. If employees are not motivated by the current pay of the company is providing.

In order to know their perception about the salary increment basis of the company:- the respondents are asked if they agree that salary increments are made based on the performance results of worker in your company:- 30(15%) of the respondents strongly disagree to the statement, 116(59%) disagreed and 22(11%) neutral to the statement whereas 19(10%) agree ,8(4%) strongly agree. The mean value and SD 2.28,1.02 respectively, this data indicate that employees are disagree with the statement.

If an organization salary increment not based on the performance of workers, employees won't be motivated to exert more effort to their work because a reward is not going to follow and according to expectancy theory individuals make choices based on their received expectancy that certain rewards will follow with organization offers is not well perceived. This leads having a pool of unmotivated employees with a high level of absenteeism and turnover rate.

The respondents were asked if performance related incentive motivates them. 15(8%) of the respondents strongly disagree that performance related incentive would motivate them, 17(9%) of the respondents disagree to the statement and 12(6%) neutral to the statement whereas 81(41%) agree 70(40%) strongly agree. The mean and SD 3.91, 1.21 respectively, the data indicate that employees agree with performance related incentives motivate them.

The respondent were asked the perception employees satisfied with the payment provided by the organization: -41(21%) strongly disagree, 79(41%) disagree and 23(12%) neutral to the statement whereas 30(15%) agree and 22(11%) strongly agree. The mean and SD 2.55, 1.29 respectively, the data indicate that employees disagree with the payment provided by companies. The grand mean score (2.82) indicate that the employees of the company are neutral to payment/salary.

**Table 5 The Perception of Employees towards Employee Benefit**

Statement	strongly disagree		Disagree		Neutral		Agree		strongly agree		Mean	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Mean	Standard Deviation
You are satisfied with the benefits you receive from Ethio-Telecom at AddisAbeba Semen Sdist Kilo	47	24	91	47	19	10	23	12	15	8	2,32	1,19
There is equal treatment of each staff in the benefit system of the Ethio-Telecom at AddisAbeba Semen Branch Sdist kilo	47	24	95	49	15	8	26	13	12	6	2,29	1,15
Benefit packages are improved as necessary to ensure organization's competitiveness	20	10	30	15	32	16	75	38	38	19	3,42	1,25
I am happy with the benefit provided by the organization	47	24	90	46	20	10	25	13	13	7	2,32	1,17
Grand Mean											2.59	1.15

Source: own survey, (2020)

You are satisfied with the benefit you receive from the company:- the respondents data show that 47(24%) strongly disagree, 91(47%) disagree and 19(10%) neutral to the statement whereas 23(12%) agree and 15(8%) strongly agree. The mean value 2.32, 1.19 respectively, this indicating that the respondents are not satisfied with the benefit package provided by the organization. When asked to rate whether there is equal treatment of each staff in the benefit system your company:- 47(24%) strongly disagree, 95(49%) disagree and 15(8%) neutral to the statement whereas 26(13%) agree and 12(6%) strongly agree.

The mean value and SD 2.29,1.19 respectively, this indicates that the employees of the company are disagree with employees benefit treatment system.

There is not an equal treatment of each staff in the benefit system, no fairness, justice and Employees should have the perception of being treated equally in terms of benefit distribution. In order to motivate them to exert enough effort into their work but this numbers shows otherwise.

Benefit packages are improved as necessary to ensure organization's competitiveness:-

20(10%) disagree, 30(15%) strongly agree and 32(16%) neutral to the statement whereas 70(38%) agree and 38(19%) strongly agree. The mean and SD 3.42,1.25 respectively, the data indicate that respondents are agreement with the benefit package are improve the organization. If employees are not satisfied with the benefit packages they are gaining, they may look for another organization to fulfill this need. Motivated employees would be less and a higher level of turnover rate.

You are happy with the benefit provided by the organization. The respondents data show 47(24%), strongly disagree, 90(46) disagree, and 20(10) neutral to the statement whereas 25(13%) agree and 13(7%) strongly agree. The mean value and SD 2.31,1.17, respectively, this indicates that the respondents are disagreement with the benefit package provided by the organization.

The grand mean score(2.59) indicates that employees are disagree with the benefit package, organization should evaluate its benefit package and take the necessary action to improve the practice.

**Table 6 The Perception of Employees towards Promotion**

Statement	strongly disagree		Disagree		Neutral		Agree		strongly agree		Mean	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Mean	Standard Deviation
There are opportunities to advance to a better position by supporting on job training practically	38	19	101	52	30	15	18	9	8	4	2,27	1,01
Everyone has an equal chance to be promoted	44	23	98	50	19	10	21	11	13	7	2,29	1,13
The promotion of your company is based on your performance related	56	29	102	52	8	4	15	8	14	7	2,12	1,13
There are good promotion opportunities for you within the company.	40	21	78	40	26	13	31	16	20	10	2,65	1,26
The organization's promotion policy is clearly communicated to all of you	26	13	98	50	42	22	16	8	13	7	2,55	1,04
Promotion is very important to improve your work motivation	9	5	17	9	8	4	63	32	98	50	4,15	1,14
I am satisfied with the promotion policy of the company	27	14	132	68	14	7	12	6	10	5	2,31	1.01
Grand Mean											2.58	1.01

Source: own survey, (2020)



The seven questions were asked and the result is presented for each items.

When asked whether they believe that there are an opportunities to advance to a better position by supporting on job training practically:- 38(19%) strongly disagree 101(52%) disagree of the respondents to the statement 30(15%) and neutral to the statement the opportunities to advance to a better position while 18(10%) agree and 8(4%) strongly agree. The mean value and SD 2.27 and 1.01 respectively, this showing that slightly greater number of respondents are disagreement with opportunities to advance to a better position within the organization.

If there are no opportunities to advance to a better position, employees may lose their motivation to put more effort in their job. Employees need to perceive that their efforts for the contribution to the productivity of the organization will help them in-turn forward a reward of one form.

The second question is asking if everyone has an equal chance to be promoted: - 44(23%) of the respondents strongly disagree to the statement, 98(50%) disagree and 19(10%) neutral to the statement while 21(11%) of the respondents agree 13 (7%) of the respondents strongly agree to fairness. The majority of the respondents which is evident from the mean value SD 2.29, 1.13 respectively, the data indicate that the employees are disagreement with promotion system.

The promotion of your company is based on your performances related:- 56 (29%) of the respondents are strongly disagree with the promotion opportunities within th firm, 102 (52%) disagree and 8(4%) neutral to statemen while 15(8%) of the respondents agree to the statement and 4 (7%) of the respondents are strongly agree. The mean valu and SD 2.12,1.13 respectively, this indicate that respondnts are disagree with the perception on the career advancement opportunities with in the organization. The Employees perform is well when they think that they have the perception that a reward should follow, if this expectation is not met employees may not exert their full potential for the work they perform and may lead un motivated employees within the organization.

There are good promotion opportunities with in your company:- 40(21) strongly disagree, 78(40%) disagree and 26(13%) are neutrall to the statement whereas 31(16%) agree and 20(10%) strongly are good promotion opportunities for the company. The mean values and SD 2.65, 1.26 respectively, the data show that the employees are neutral to the promotion oppurtunities in the company.

The organization's promotion policy is clearly communicated to all employees:- 26(13%) strongly disagree, 98(50%), disagree and 42(22%) neutral to the statement whereas 16(8.2%) agree and 13(7%) strongly agree. The mean value and SD 2.45,1.04 respectively, this indicate that the majority of the respondents are disagree with the believe that the organization's promotion policy is clearly communicated to all employees, showing that the organization doesn't have a clear communication policy with in company. Communication of the promotion policy of an organization plays a significant role in the work morale of employees.

Employees perform well when they know what would follow and accordingly if the promotion policy is not communicated, they do not know their career advancement procedures which are important in motivating employees.If not it may lead to a negative workplace attitude directly practices employee motivation and productivity of the organization as a whole.

The promotion is very important to improve our work motivation:- 9(5%) strongly disagree, 17(9) disagree and 8(4%) neutral to the statement whereas 63(32%) agree and 98(50%) strongly agree to employees motivation is very significant. The mean valves and SD 4.15,1.14 respectively, this data indicat that the respondents are strongly agreement with promotion is very important to improve work motivation.

The last questio is asked you are satisfied with the promotion policy of the company in you organizatio:- the respondents data indicate that 27(14%) strongly disagree, 132 (68%) disagree and 14(7%) nuetral to the statement whereas 12(6%) agree and 10(5%) strongly agree with performance is the basis of promotion. The mean values and SD 2.31, 1,01 respectively, this data show that the majority of the respondents are disagreement with the implementation of promotion policy of the company. The grandmean score(2.58) indicate that the employees are disagreement with the company promotion strategiesand the employees.

**Table 7 The Perception of Employees towards Recognition**

Statement	strongly disagree		Disagree		Neutral		Agree		strongly agree		Mean	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Mean	Standard Deviation
you receive recognition from your manager for work well done	34	17	102	52	20	10	21	11	18	9	2,42	1,17
You get credit for your work you do	46	24	94	48	27	14	24	12	4	2	2,21	1,01
The acknowledgment I get for my accomplishment will make me exert more	20	10	25	13	28	14	100	52	22	11	3,41	1,02
You receive feedback on making progresses	7	4	115	59	29	15	31	16	13	7	2,50	1,01
I am happy with the recognition given by the organization	32	16	128	66	18	9	12	6	5	3	2,13	,85
Grand Mean											2.53	1.05

Own Source; of survey (2020)

In order to measure the perception of toward recognition, respondents were asked to rate whether they receive recognition from their supervisor for work well done:- 34(17%) of respondents strongly disagree and 102(52%) disagree that they receive recognition from their supervisor for work well done and 20(10%) neutral to the statement whereas 21(11%) agree and 18(9%) strongly agree of respondents argue that they do receive recognition from their supervisor. The mean value and SD 2.42,1.17 respectively, this show that the employees are disagree with receive recognition from their supervisor for work well done. The employees should receive recognition from your manager for work well done.

As presented on table 7 show that 46(24%) strongly disagree and 94(48%) disagree and 27(14%) neutral to the statement whereas 24(12%) agree and 4(2%) strongly agree that they get credit for the work they do.

The mean and SD value 2.21,1.01 respectively, this indicate that respondents are disagree with the company get credit for the work they perform and no respect for the employees by the company management.

The acknowledgment you get for your accomplishment:-

The collected data shows that 20(10%) strongly disagree, 25(13%) disagree and 8(14%) neutral to the statement whereas 100(52%) agree and 22(11%) strongly agree. The mean value and SD 3.41,1.02, respectively, the collected data indicate that the employees are agree with acknowledgement they earn for accomplishment make them exert more on the work they perform.

You receive feedback on making progress the collected data shows that 7(4%) disagree and 115(59%) strongly disagree,29(15%) neutral to the statement whereas 31(16%) agree and 13(7%) a strongly agree. The mean value and SD 2.50, 1.01 respectively, this data shows that the respondents are disagree with the company management feedback system.

I am happy with the recognition given by the organization: - the perception of the employee motivation feedback in firm are 32(16%) strongly disagree, 128(66%) disagree and 18((9%) neutral to the statement whereas 12(6%) agree and 5(3%) strongly agree. The mean value and SD 2.13, 0.85 respectively the data indicate that the employees are no happy with the company recognition system.

The grand mean score (2.53) show that recognition practice in the organization currently needs an important change lacking of praise giving practices in the organization. All the cases presented above indicate that there is a big gap filling procedure that the case organization has to do regarding recognition. Whether formal or informal, recognition programs acknowledge employee contributions immediately after the fact, usually without predetermined goals or performance levels that the employee is expected to achieve. It is signifies that an organization understands what types of recognition are most meaningful to its teams and individual employees and should be applied consistently and on time.

**Table 8 The Perception of Employees towards Job Content**

Statement	strongly disagree		Disagree		Neutral		Agree		strongly agree		Mean	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Mean	Standard Deviation
You are interested in your work	36	18	65	33	31	16	38	19	25	13	2,75	1,31
your job has change (variety of skill)	43	22	96	49	20	10	22	11	14	7	2,32	1,15
You are trained related to your work	10	5	14	7	18	9	97	50	56	29	3,90	1,06
you have certain degree of autonomy in your work	21	11	130	67	20	10	13	7	11	6	2,30	,95
Your job and job content are matched	42	22	81	42	23	12	30	15	19	10	2,50	1,26
You have task identity, skill variety, autonomy, and feedback in your organization	47	24	70	36	21	11	34	17	23	12	2,57	1,34
I am satisfied with my job and the job content of the organization	34	17	94	48	26	13	23	12	18	9	2,47	1,18
Grand Mean											2.69	1.12

Source: own survey, (2020)

The aim of gathering employee’s perception, a series of seven questions were included in the questionnaire distributed with the specific concept of work content.

The first question enables us to understand the level of interest the respondents have in their work.

36(18%) strongly disagree, 65(33%) disagree and 31(16%) neutral to the statement whereas 38(19%) agree and 25(13%) strongly agree. The mean and SD value of 2.75, 1.31 respectively, this indicate that the employees are not interested with their work in the organization.

The respondents were asked the level of variety skill in their job: - The respondents data show that 43(22%) strongly disagree, 96(49%) disagree and 20(10) neutral to the statement while 22(11%) agree and 14(7% strongly agree. The mean value and SD 2.30,1.15 correspondingly, the collected data indicate that the employees are disagree with variety skill in the work they perform. They employees should need on job training and up grading opportunity in the company.

You are trained related to your work:-

The respondents data show that 10(5%) strongly disagree, 14(7%) disagree and 18(9%) neutral to the statement whereas 97(50%) agree and 56(29%) strongly agree. The mean value and SD 3.9, 1.06 correspondingly, the data show that the respondents are agree with the organization trained its employees for the work they perform.

In order to know the level of autonomy in the respondents work, the question of work autonomy was raised:- the respondents are data indicate that 21(11%) strongly disagree and 130(67%) of the respondents disagree that they have certain degree of autonomy in their work and 20(10%) of them are neutral to the statement whereas 13(7%) agree and 11(6%) strongly agree. The mean value and SD 2.30, 0.95 respectively, the result shows that employees are disagree with the benefit of autonomy in their work.

Your job and your job content are matched:- the data collected from the respondents shows 42(22%) strongly disagree, 81(42%) disagree and 23(12%) neutral to the statement whereas 30(15%) agree and 19(10%) strongly agree. The mean value and SD 2.50, 1.26 respectively, the data indicate that respondents are disagree with company job and job content is no matched.

You have task, identify skill variety autonomy and feedback in your organization:- the collected data show that 47(24%) strongly disagree, 70(36%) disagree and 21(11%) neutral to the statement whereas 34(17%) agree and 23(12 %) strongly agree. The mean value and SD 2.57,1.34 respectively, this data that indicate respondents are disagree, there is skill gap among the employees in the organization.

The perception of employees about job and content:-the data shows that 34(17%) strongly disagree and 94(48%) disagree whereas 23(12%) agree and 18(9%) strongly agree the rest

26(13%) are neutral to the statement. The mean value and SD 2.47, 1.18 respectively, the data indicate that the employees are not happy with their job content in the organization.

The grand mean score indicates that job content employees in the organization need a great deal of improvement. The majority in every category the majority of the respondents are agreeable only to the training procedure of the case organization. Employees need to be interested in the work they perform in order to perform well. Lack of autonomy will also induce employee lack of motivation, employees need to feel a sense of ownership in the work they perform but as seen in the numbers above, this is not provided by the company.

**Table 9 The Perception of Employees towards Work Environment**

Statement	strongly disagree		Disagree		Neutral		Agree		strongly agree		Mean	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Mean	Standard Deviation
you have the necessary equipment and supplies to perform your job	34	17	62	32	30	15	46	24	23	12	2,81	1,30
you have good working relationship with your supervisor	39	20	70	36	40	21	28	14	18	9	2,57	1,22
you have a good working relationship with your colleagues	29	15	43	22	34	17	64	33	25	13	3,07	1,29
The amount of work expected from you is reasonable	36	18	73	37	26	13	40	21	20	10	2,67	1,27
your working hours are reasonable	24	12	32	16	12	6	81	42	46	24	3,48	1,34
I am happy with the working environment of the company	47	24	70	36	20	10	32	16	26	13	2,59	1,36
Grand Mean											2.86	1.25

Source: own survey, (2020)

Table 9 data shows that you have the necessary equipment and supplies to perform your job ask to the respondents:- the collected data show that 34(17%) of the respondents strongly disagree, 62(32%) disagree and 30(15%) neutral to the statement while 46(24%) agree and 23(12%) strongly agree. The mean value and SD 2.81,1.30 respectively, this data show the employees are neutral to the necessary supplies to perform their job.

When looking into good working relationships with your supervisor:- 39(20%) strongly disagree 70(36%) disagree of the respondents stated that they don't have a good relationship with their supervisors and 40(21) of the respondents are neutral to the issue while 28(15%) agree and 18(9) strongly agree of the respondents stated that they have a good relationship with their supervisors. The mean value and SD 2.57,1.22 respectively , this data that indicate the respondents are disagreement with the relationship among the supervisors in the company.

On the other hand, respondents were asked to rate their working relationship with colleagues, 29(15%) strongly disagree respondents believe that they have no relationship with their colleagues, 43(22%) of the respondents disagree to the statement and 34(17%) respondents are neutral to the statement whereas 64(33%) agree and 25(13%) strongly agree. The mean value and SD 3.07,1.29 correspondingly, the data show that employees are agree to work relationship with the colleagues in the organization.

In order to check the reasonability of work expected from them, respondents were asked to express their level of agreement whether the amount of work expected from them is reasonable. Accordingly, 36(18%) of respondents are strongly disagree, 73(37%) disagree respondents and 26(13%) neutral to the statement whereas 40(21%) agree and 20 (10%) strongly agree category of the answers respectively. The mean value and SD 2.67,1.27 respectively. This data indicate the respondents are neutral to the statement. The collected data show that the organization does not over work its employees. The work expected from employees is reasonable.

Your working hour are reasonable asked to the respondents :-the collected data show 24(12%) of the respondents are strongly disagree, 32(16%) disagree and 12(6%) neutral to the statement whereas 81(42%) agree and 46(24%) strongly agree. The mean value and SD 3.48, 1.34 respectively, this data indicates the employees are agree with the working hours expected from employees are reasonable. The last question you are happy with the working environment of company:- the 47(24%) strongly disagree and 70(36%) disagree whereas 32(16%) agree 26(13%) strongly agree and the rest 20(10%) are neutral to the statement.



The mean value and SD 2.59, 1.36 respectively, this data show that the employees are no happy with working environment of the company.

The grand mean score result indicated that majority respondents are satisfied particularly with their working relationship with their coworkers but not so much with their supervisors. Maintaining strong employer and employees relationship can be the key to the crucial success of an organization, the results are advantageous. It is known that if a strong relationship is in place employees will be more productive, more efficient and more motivated to perform their work with more effort. At the end the perception of the employee’s motivation about practices were need continues follow up by management of the company.

**Table 10 Descriptive Statistics of Motivational practices Dimension Descriptive Statistics**

Descriptive Statistics			
Variables	N	Mea n	Std. Deviation
payment/salary	195	2.82	1.00
employee benefit	195	2.59	1.15
promotion and training	195	2.58	1.01
Recognition	195	2.53	1.05
job content	195	2.69	1.12
work environment	195	2.86	1.25

Source: own survey, (2020)

The perception of employees toward to motivation in Ethio-Telecom Semen Branch AddisAbaba the sixmotivational variable payment/salary the mean value 2.82 employees benefit 2.59, promotion 2.58, recognition 2.53, job content 2.69 and work environment 2.86. Base on the respondent data the company are negativities perception on the firm this affected employee’s motivation and there is different attitude among the employees but most of the employee’s perception is recognition among the six motivational schemes.

The interview for all 5 the top and the middle level managers in Ethio-Telecom Semen Branch at AddisAbaba sdistrict Kilo the first question what are the practices and challenge of employee's motivation in your organization? "The response of management are in our firm the motivational practices are give employees benefit, promotion, recognition well known practices according to management discussion". The second question how do you motivate your employees? "The strategies to motivating the employees in our company were based on management decision at the half years and the end of the years, to give benefit package free online services". The third question do you do anything to improve relationship with coworker, manager, including yourself? " In the meeting program gives orientation for the employees by the top and middle level of management". The four question what measures do you recommend to improve the employees' motivation schemes? " Planning enough budget to the company and make decision with top and middle level of management".

## CHAPTER - FIVE

### SUMMARY CONCLUSION AND RECOMMENDATIONS

This chapter indicates the result and the finding based on the analysis done on the data collected from respondents. This research concerns the assessment of employees' motivational practices in Ethio-Telecom at Addis Ababa Semen Branch Sdist Kilo. The discussion then will attempt to carry out all the objectives of the study.

As a result, recommendations are given for the target organization to confront the problem at hand. Limitation of the study is also one of the emphases of this chapter from which future research insights are conceived.

#### 5.1. Summary of Major Findings

- Feeling motivated with the existing pay of the company to perform their work is the lowest mean score (2.22) in salary/payment scheme.
- The mean score (2.32) indicates employees are not satisfied with the benefits they received from the organization.
- The promotion of the company is not based on their performance related as the mean score (2.12) indicated.
- As the mean score (2.13) indicated that the employees are not happy with the recognition given by the organization.
- The mean value of job content (2.3) indicates that the respondents are not getting a certain degree of autonomy for their work.
- Comparison of the mean value of motivational factors of work environment ( $m=3.07$ ) the employees are good working relation with their colleagues.
- The attribute perceived overall motivation are scattered between the six motivational schemes measurements. The lowest grand mean of motivational factors is recognition ( $m=2.53$ ) followed by promotion ( $m=2.58$ ) and employees benefit ( $m=2.59$ ). However, job content ( $m=2.69$ ), salary/payment ( $m=2.82$ ) and work environment ( $m=2.86$ ) respectively.

## 5.2. Conclusion

The main objectives of this study was to assess employees motivational practices in Ethio-Teleco AddisAbeba Semen Branch Sdist Kilo. The three specific objectives of the study was to identify the motivational schemes currently practices, to determine the employee's perception towards the motivational schemes (payment, promotion & training, employee benefit, job content, work environment, and recognition) employed, to identify the motivational schemes that most satisfy employee's in Ethio-Telecom AddisAbeba Semen Branch Sdist Kilo.

- Employees of the organization are not satisfied with the current promotional practices of the company. They felt some kind of unfairness and injustice in the organization's advancement opportunities which might lead to negative perception among employees because recognition seems to be a huge motivational factor for the majority of the respondents.
- The component of the employees perception toward motivation schemes namely:- salary/payment, employees benefit, promotion, recognition, job content and work environment were identified from many sources of literature. And the empirical study showed that non financial factors such as recognition, promotion, job content work environment have found to be a strong and positive outcome on employees motivation since the mean score (2.53, 2.58, 2.69 and 2.86) respectively, this implies that employees who are receive greater recognition are more motivated than other. Based on the finding and grand mean score (2.53) the employee's perceived as recognition is the highest motivational scheme in their company.
- Based on the the collected data the grand mean score the motivational schemes:- recognition (m=2.53), promotion (m=2.58), employees benefit (m=2.59), job content (m=2.6), salary/payment (m=2.82) work environment (M=2.86) this indicate that recognition is the most dominant motivational schemes to satisfy employees motivation in the organization.

### 5.3. Recommendation

After analyzing the outcome of the survey analysis, the study has recommended some of the strategies employees' motivation which might be effective in building practical the employees work advices the following:-

- Salary increment more better to based on performance and capability. The case company needs to adjust its payment package since majority of the respondents disagree that they are paid a fair amount for the work they perform. This can be done by using Key Performance Indicator. Key Performance Indicators are a company's measurable goals and objectives typically tied to an organization's strategy, as revealed through performance management tools such as the Balanced Scorecard. Ethio-Telecom Addis Ababa Semen Branch Sdist kilo should translate its corporate vision into measurable operational goals and effectively communicate it to employees and link them to individual performance.
- Employee benefit packages more better to fair within the organization. This can be done by removing the partiality benefit packages or since the organization has grade and benefit packages are divided using that grade, the organization should communicate those reasons to its employees so that the impartial benefit packages are justifiable.
- The company should recognize best performances by providing prizes and certificate and it also establish systematic based employees carrier growth.
- The organization should analyze, draft, and implement clear and appropriate career advancement procedures that could be applied reliably.
- The organization more better to incorporate formal and informal employee recognition programs to avoid this challenge. This can be done by being specific when giving recognition, being specific helps employees relate the recognition to their behavior, encouraging on going performance and by going beyond a bonus or a raise and considering personal gifts.
- The current career path trend more better to evaluated and redesigned by considering the competencies and capability of employees.

- To established fair, workable, consistently administered promotion policies and procedures. This includes establishing policies for posting and timing of promotion announcements, by facilitating promotions within their organizations by providing employees with career coaching, helping managers develop clear selection criteria for promotion and recognition.
- Proper and timely recognition more better to system for ongoing motivation of the employees.
- The company employees motivation system more better to change motivational strategies and give more emphasis for recognition and promotion.
- Work content of the organization better to include attributes which will make employees feel fulfilled and satisfied of the job.
- The study indicates that their company job does not allow them to use their knowledge and skills since their job lacks variety of skill in nature. The organization can exert significant amount of effort by having trainings, upgrade and workshops.
- The organization should implement appropriate motivational system. The result of the findings needs attention by the organization to make corrective actions so as to improve employee work motivation. This can be done by recognizing employees' performance.
- Assessing employees' interest to get an insight as to what motivates them and instigating practically.
- The manager of the company more better to their performance rather than management decision to develop employee's motivation.

#### **5.4. Implications for Further Research**

As the present research is an attempt to examine the employees motivational practices in single branch at Ethio-Telecom Addis Ababa Semen Branch Sdistr Kilo, therefore additional studies needed to be undertaken to examine employees motivation patterns in other Branch/head office and with larger sample. Nevertheless, the researcher would argue that these findings provide additional insight into employees perceived motivation within the telecom domain. Result of this study should encourage strategy development management particularly in the areas of recognition and promotion.

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## Appendix-I



St. Mary's University ትድባት ግርግጽ  
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*Committed to Excellence*

### SCHOOL OF GRADUATE STUDIES MASTERS OF BUSINESS ADMINISTRATION

#### Questionnaire Distributed to Respondent,

#### Dear Respondent's

This survey is conducted as part of a research project which shall be submitted in partial fulfillment of an MBA student at St. Mary's University, School of Graduate. The purpose of this study is to assess the motivational practices of employees in Ethiopia-Telecom at Addis Ababa Semmen Branch Sdista Kilo. I am inviting you to participate by filling out the questionnaire. Your accurate response makes the paper very valuable. So, please read it carefully and give your conscious opinion. Thank you for your participation and contribution to the completion of this research. If you have any questions to ask, please do not hesitate to contact me at any time through the following address.

Tel-0910306345 Email address eskiwo21.@gmail.com

- N.B No need to write your name
- Put (✓) inside the box or table for an alternative you think is right.

Part I: Demographic Information

1. Gender: Male  Female

2. Age: 20-30  31-40

41-50  Above 50

3. Educational background:

Certificate

Under graduate

Diploma

Post Graduate and above

4. What is your current Job position? \_\_\_\_\_

5. How many years have you served in Ethio-telecom?

Less than a year

1 - 4 years

4- 6 years

6 - 8 years

above 8 years

**Part II: The questions concern concept about the motivational schemes and employees perception. Please answer by putting (√) inside the box or table for an alternative you think is best corresponds to your opinion**

The score levels are described as:

1- Strongly Agree

4-Disagree

2- Agree 5-Stronly Disagree

3 - Neutral

Note that :( SD=Strongly Disagree, D= disagree, SA= Strongly Agree, N=Neutral & A=Agree).

No	Motivational schemes	Scales				
		SA	A	N	D	SD
	Financial Factors					
	Adequate payment					
1	You feel paid a fair amount for the work you do					
2	The company's bonus payment system based on performances is highly motivating the employees.					
3	you receive the similar salary with others doing the similar job in the firm					
4	you feel that the existing pay motivates you to perform your work					
5	Salary increments are made based on the performance results of workers in your company					
6	Performance related incentives improve your work motivation					
7	I am satisfied with the payment provided by the organization					
	Employee Benefit					
8	You are satisfied with the benefits you receive from Ethio-Telecom at AddisAbeba Semen Sdist Kilo					
9	There is equal treatment of each staff in the benefit system of the Ethio-Telecom at AddisAbeba Semen Branch Sdist kilo					

10	Benefit packages are improved as necessary to ensure organization's competitiveness					
11	I am happy with the benefit provided by the organization					
	<b>Non-financial factors</b>					
	<b>Promotion and training</b>					
12	There are opportunities to advance to a better position by supporting on job training practically					
13	Everyone has an equal chance to be promoted					
14	The promotion of your company is based on your performance related.					
15	There are good promotion opportunities for you within the company.					
16	The organization's promotion policy is clearly communicated to all of you					
17	Promotion is very important to improve your work motivation					
18	I am satisfied with the promotion policy of the company					
	<b>Recognition</b>					
19	you receive recognition from your manager for work well done					
20	You get credit for your work you do					
21	The acknowledgment I get for my accomplishment will make me exert more					
22	You receive feedback on making progresses					
23	I am happy with the recognition given by the organization					
	<b>Job Content</b>					
24	You are interested in your work					
25	your job has change (variety of skill)					
26	You are trained related to your work					
27	you have certain degree of autonomy in your work					
28	Your job and job content are matched					
29	You have task identity, skill variety, autonomy, and feedback in					

	your organization					
30	I am satisfied with my job and the job content of the organization					
	<b>Work Environment</b>					
31	you have the necessary equipment and supplies to perform your job					
32	you have good working relationship with your supervisor					
33	you have a good working relationship with your colleagues					
34	The amount of work expected from you is reasonable					
35	your working hours are reasonable					
36	I am happy with the working environment of the company					

**Thank you**



## Appendix-II



St. Mary's University  
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Committed to Excellence

### SCHOOL OF GRADUATE STUDIES

### MASTERS OF BUSINESS ADMINISTRATION

ASSEMENT OF EMPLOYEES MOTIVATIONAL PRACTICES ATETHIO-  
TELECOM ADDISABEBA SEMEN BRANCH SDIST KILO.

#### Interview Guide

- Could you tell me about your position and what you do in your organization?
- What are the practices of employee motivation in your organization?
- How do you motivate your employees?
- Do you do anything to improve employees' relationships with coworkers, managers, including yourself?
- What measures do you recommend to improve the employee motivation scheme?
- What is the current trend of the employee motivation?
- Is there anything else you want to add not discussed during the interview?