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**ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
STUDIES**

**THE EFFECT OF REWARD ON EMPLOYEE JOB
SATISFACTION: THE CASE OF ETHIOPIAN
WILDLIFE CONSERVATION AUTHORITY**

BY

WEGAYEHU LEMA

MAY, 2020

ADDIS ABABA, ETHIOPIA.

**THE EFFECT OF REWARD ON EMPLOYEE JOB
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CONSERVATION AUTHORITY**

BY:

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ADVISOR:

BERHANU ENDESHAW (PhD)

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES, IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE
OF MASTERS OF BUSINESS ADMINISTRATION (MBA).**

MAY, 2020

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DECLARATION

The researcher, hereby declare that the thesis entitled **The Effect of Reward on employee Job Satisfaction: the case of Ethiopian wildlife conservation authority** is my original work prepared under the guidance of my advisor Berhanu Endeshaw (PhD). All information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I have fully cited and referenced all material and results that are original to this work.

Wegayehu Lema

Signature: _____

STATEMENT OF CERTIFICATION

This is to certify that Wegayehu Lema has carried out his research work on the topic entitled ***“The Effect of Reward on Employees’ Job Satisfaction: the case of Ethiopian wildlife conservation Authority”*** for the partial fulfillment of Masters of Business administration at St. Mary’s University, School of Graduate Studies. This study is an original work and not submitted earlier for any degree at this University or any other University. It is suitable for submission of Masters of Business administration (MBA)

Advisor:

Berhanu Endeshaw (PhD)

Signature: _____

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LIST OF ABBREVIATIONS:

EWCA- Ethiopian wildlife conservation authority

EFCCC-Environment, Forestry and Climate change Commission

SPSS- Statistical Package for the Social Sciences

NPP- Normal probability plot

ANOVA- Analysis of variance

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Abstract

The objective of this study was to examine the effect of rewards with respect to employee's job satisfaction in Ethiopian wildlife conservation authority. This research is descriptive and explanatory in nature. Mixed research design has been adopted in this paper to achieve the objectives of this study. Structured questionnaire was used to gauge the responses on a five level scale. The total population was 1157 and Questionnaire was distributed to 297 sample respondents who work at branches and head office in Addis Ababa. Probability sampling was employed to select branches and head office in order to select sample respondent's simple random sampling was used. Data were analyzed using statistical techniques like descriptive statistics techniques, and regression analysis with the help of SPSS. This study confirmed that extrinsic and intrinsic rewards are important for employee job satisfaction in the case organization. The findings from regression analysis implied variations in employees' job satisfaction were explained by reward variables. The study findings indicate that both extrinsic and intrinsic reward variables have effect on the employee job satisfaction. The existence of best reward practice the more employee job satisfaction and the higher the improvement of the organizations performance. EWCA is recommended to conduct constant satisfaction survey on semiannually and annually basis on the satisfaction level of employees about the reward that they are gained from the organization.

Key Words: *Rewards, extrinsic, intrinsic, job satisfaction, employee*

CHAPTER ONE

1.1 Introduction

In this research Chapter, it includes background of the study, statement of the problem, background of EWCA, research question, and objective of the study, significance of the study, scope of the study, organization of the study and limitation of the study. The detail is presented below.

1.2 Background of the Study

Reward has gained increased importance especially in the current dynamic and competitive environment. This is because it enables organizations to recruit and maintain employees as well as to increase organizational productivity (Dalvi and Ibrahim, 2013).

Reward is a broad construct that has been said to represent anything that an employee may value which an employer is willing to offer in exchange for his or her contributions (Chiang & Birch, 2008). The lack of rewards will create an unpleasant environment, thus diminishing employees' work efforts and may cause them to withdraw from their jobs. For these reasons, rewards are increasingly important. The main objectives of rewards are to attract and retain employees, to motivate employees to achieve high levels of performance and to elicit and reinforce desired behavior of the employees (Tang& Abdullah, 2014).

Reward system is considered as one of the most important factors that increase job satisfaction among employee (Azeri, 2011). It is because reward system fulfills employees' needs that increase the interaction between the employee and the organization. On the other hand, employees feel that they are valued when the organization pay them well, recognize their effort and through other dimensions of reward system, whatever it was extrinsic reward or intrinsic reward (Al-shaibah & Hatboro, 2015).

In present day, among manager's tasks is to create an environment, which motivates people to perform satisfactorily and to be a profitable asset, that they can foster the organization's growth (Georgeakopoulos, et al., 2010). Employees who experience job satisfaction are more likely to be productive, effective performers and committed to the organization. Research has shown that increased job satisfaction improves employee's organizational commitment, performance and creativeness, and reduces absenteeism and turnover (Oshagbemi, 2010).

There are two kinds of rewards: intrinsic reward which derives from the individual itself and one feels that he or she does not necessarily need external stimuli to obtain this reward. The second type of reward is extrinsic which results from the external factors of the individual such as getting money. Individuals who are possessing extrinsic reward will be rewarded by the stimuli coming outside the individual and their reward will be the sum of efforts made to motivate them in an organizational context in forms of rewards, promotion, pay increases and punishment. The intrinsic motivation is more powerful in the long run and deeper in meaning as it is integrated in the individual and not coming from the outside whereas the extrinsic reward might have powerful and visible effects fast but these are not lasting long as the stimuli is coming outside the individual (Serena, et al., 2012).

The importance of reward in the day-to-day performance of employees' duties cannot be over emphasized, especially when it comes to being rewarded for a job done. It is a well-known fact that human performance of any sort is improved by increasing motivation (Muhammad, et Al., 2010).

There is a direct relationship between reward and job satisfaction yet the debate is which reward practice, intrinsic or extrinsic impact employee motivation most. Different researches (eg. Saira, et al., 2014), are undertaken on this matter in different context. Based on a research finding money is ranked top as an influential factor in creating employee job satisfaction because it satisfies the basic necessities along with attainment of power and fulfills belongingness needs. Though it contributes a lot in motivating the employees, but at the same time the intrinsic or non-financial rewards are equally important in enhancing the employee job satisfaction. The impact of intrinsic rewards is influential in improving the employee confidence. Employees expect recognition and encouragement for their services because nobody likes to be unappreciated for the efforts s/he. Another research concluded that based on its non-monetary rewards were given number one ranking by the lower level employees especially the two kinds of rewards are the most influential factor for job satisfaction and identifying rewards that can help them to achieve high levels of job satisfaction (Martha, 2013).

Identifying which extrinsic and intrinsic variables to emphasize on was also equally important issue on this area. The importance of different extrinsic and intrinsic motivational variables is different among employee. Some employees may prefer or are motivated most by recognition or work freedom than other intrinsic reward factor. Or some prefer pay than promotion extrinsic

reward factor. This is an indication to management that monetary rewards one by one combined with non-monetary rewards would deliver better motivational results than monetary rewards alone which might be the case in many firms. According to the study findings on related matter organization should adopt reward strategy appropriate to all level of employees. Motivational factor that works for executive level employee may not work for supervisory level employee or lower level employee.

In order to maximize motivation of employee, designing sound and fitting reward scheme which is aligned with employee need and incorporate employee input is critical. However, despite the importance only limited studies are available in the case company. More studies are still required to understand the significance of reward scheme on employee effort and commitment level. Therefore, to address the current gap in research, this study is designed to examine the current reward practice of the case company and commonly focusing on which reward scheme have more impact on employee motivation.

1.3 Background of Ethiopian Wildlife Conservation Authority

As a service giving organization, the most important thing about a EWCA is the people who compose the staff. Without an adequate number of the right sort of people with appropriate training, qualifications and experience, EWCA cannot achieve its goal (EWCA strategic document, 2019). No matter how good the facility is or how advanced the technology infrastructure or how good the policy and system is any of them cannot replace the staff.

Ethiopian wildlife conservation authority (EWCA) is a governmental organization established 2000 E.C by proclamation 575/2000 under the Commission of Environment, Forestry and Climate change Commission (EFCCC) given the authority to undertake conservation and sustainable utilization of wildlife in Ethiopia.

EWCA works closely with national and international stakeholders on wildlife conservation. It actively participates in different seminars, experience sharing workshops, conferences and other relevant meetings on wildlife conservation, biodiversity, ecology (ecosystem management), Environmental management and other related topics.

EWCA is authorized for wildlife management, including wildlife tourism, through the Environment, Forestry and Climate change Commission (EFCCC) which is responsible for developing and promoting the tourism products of Ethiopia within the country and

internationally. In performing this role, EFCCC works closely with different national and international stakeholders to publicize the country's tourist attractions and encourage the development of tourism facilities. It licenses and supervises tourist facilities such as park lodges and tour operators and at the same time it is responsible for promoting and preserving the living, physical and cultural expressions of nature.

EWCA's own Vision Statement "To be one of the top five best African Countries in 2025, in terms of wildlife tourism destination." This bold vision provides the main context of the tourism, Wildlife Development and Conservation.

EWCA's own Mission Statement "To develop and conserve scientifically Ethiopia's wildlife resources and protected areas through active participation of community and other stakeholders, to bring ecological, economical and social benefits for Ethiopians as well as the global community and pass them to the next generation as a heritage."

In regards to providing tourists with fulfilled service and developing the economy of the country, it encourages and issues permits for the establishment of hotels, campsites, lodges and other services in wildlife conservation areas that are well-suited to the environment and that maintain the natural scene of the area. It also gives consultancy and professional training to ensure that services given to tourists meet the standard.

It issues import permits to wildlife that enter into the country for various reasons and their product. It issues export permit when there is a permission request from live wildlife exporters and legal wild animal product traders by making sure their legality and in accordance to the international agreement or wildlife products.

Before it gives export permit to animal products that are obtained during hunting (animal skin, horn, nail...), it measures the product in order to ensure it has been underwent according to the hunting directives.

It ensures that wildlife conservation areas fulfill the international standard so that they can be registered by IUCN and follows up that they are administered in accordance with such standards.

In addition, it represents the government in any international meetings regarding wildlife development, protection and utility, it ensures the implementation of international agreements to which Ethiopia is a member regarding wildlife resource base and prepares and passes reports to concerned international organizations that work on natural reservation (EWCA strategy, 2019).

1.4. Statement of the problem

Effective managers who want their employees to put forth maximum effort recognize that they need to know how and why employees are motivated and to tailor their motivational practices to satisfy the needs and wants of those employees (Stephen, 2012).

The aim of rewards is to ensure that the value of employees and the contributions that they make in an organization is recognized and rewarded (Armstrong, 2012).

The researcher had a chance to observe and get report the problems stated below while undertaking a preliminary survey concerning reward system of the case organization:

As preliminary survey there is no employee involvement on reward design; employees are not invited to discuss what they feel about reward design or what their attitude is toward the reward. Reward design is not adapted with employee need. As they mentioned, the organization is not emphasizing to motivate and retain employee through the implementation of reward plan that meets employee need.

This has led the employees to focus more on job hunting rather than performance thereby hurting the general performance of the organization.

The current level of job satisfaction at EWCA is quite low with the constant changes in Management and major salary differences among employees. This has led to the limited performance of the organization as a whole. Due to the above-mentioned job satisfaction issues, EWCA has been unable to emerge from its delays in execution as (EWCA Second quarter report, 2019).

The preliminary survey also showed that both extrinsic and intrinsic rewards are implemented by the organization. Yet, the significance and relevance of various reward schemes on employee motivation level is not well identified. These observations and results from the preliminary survey derived the researcher to conduct a research in a wider range and more

detailed manner, to determine the impact that extrinsic and intrinsic rewards have on employee motivation at EWCA

1.5 Research Questions

1.5.1 Major Research Questions

The study aimed to answer the following matters: which of the two kinds of rewards can satisfy employees: which of the two kinds of rewards are the most influential factor for job satisfaction and identifying rewards that can help them to achieve high levels of job satisfaction?

1.5.2 Specific Research Questions

The study was based on the following research questions

1. To what extent intrinsic reward (sense of achievement, work freedom and recognition) influenced employee job satisfaction at EWCA?
2. To what extent extrinsic reward (pay, bonus, promotion and work condition) in use impacting employee job satisfaction at EWCA?
3. Which reward scheme (intrinsic or extrinsic) does more impact on employee job satisfaction at EWCA?

1.6. Objectives of the study

1.6.1. General objective

The general objective of this research is to examine the effect of reward on employee job satisfaction in the case of Ethiopian wildlife conservation authority.

1.6.2. Specific objectives

1. To examine to what extent different intrinsic reward (senses of achievement, Recognition and work freedom) satisfy the employees need.
2. To determine to what extent extrinsic the reward (pay, bonus, promotion and work condition) in use impacting employee job satisfaction at EWCA?
3. To evaluate which reward scheme (intrinsic or extrinsic), does more effect on employee job satisfaction.

1.7. Significance of the study

This study was the following significances:

1. It can serve as input to management and/or decision makers in wildlife so as to increase employee job satisfaction.
2. This research has enabled to know the effect of reward in Ethiopian wildlife conservation authority and contribute to job satisfaction of employees in order to maintain better reward system, motivate employees and direct the employee better achievement.
3. This study can certainly contribute to current literature in the field of employee reward job satisfaction which may provide relevant information for researchers who are interested in conducting research in related area.

1.8 Scope of the study

This study was enclosed to employees of Ethiopian wildlife conservation authority.

1.8.1 Geographic Scope

Even though it is very important to cover all the wildlife conservation area across the country, yet due to the wide geographical dispersion of wildlife conservation areas as regional branches were not included; the study included only branches in Addis Ababa and the Head office. This makes things easier to collect information required for this research both from employees at branches as well as head office level. This represents the rest of wildlife area branches.

1.8.2 Conceptual Scope

The study proposed a conceptual by linking the relationship between rewards in dependent and independent variables. Seven independent variables consisting of extrinsic and intrinsic rewards were employed with job satisfaction as the dependent variable.

1.8.3 Methodological Scope

The study enumerates the effect of the reward on employee job satisfaction. It reviewed the role of data sourced from surveys and administrative records as well as from surveys of workers and employers. It notes the importance of collecting data that cover the characteristics of both jobs and workers and that are relevant to employees.

1.9 Limitations of the Study

The major limitations of this study were: -

Sufficient records, publications regarding job satisfaction were not available in the organization. In order to overcome the problem, the researcher reviewed different books and articles. The respondents delayed in filling and returning back the given questionnaires and this problem has made its impact on the research report writing process. For those who not back reserve can be needed. Few of the respondents may incomplete data on the questionnaire and screened out from the data analysis process. Lack of prior experience in conducting such kind research may limit the quality of the research. In order to overcome the problem, the researcher reviewed different books and articles. Even though the researcher faced such challenges data quality and expected number of questionnaire were returned successful.

1.10 Organization of the Study

The research study organized into five chapters. The first chapter contains background of the study, organization background, statement of the problem, research questions and objective of the study and significance of the study, scope of the study and limitation of the study. Chapter Two deals with theoretical, conceptual and empirical literatures relevant to reward and employee job Satisfaction. Chapter three was included research design and methods. Chapter Four was included data analysis and interpretation. Chapter Five included summary of the findings, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter's main objective is to address the different kind of definitions, theories and perspectives, which was viewed by numerous authors and management scientists, with respect to the effect of reward on employee job satisfaction.

2.2 Theoretical framework

2.2.1 Conceptualizing Reward on organization

There are two types of rewards intrinsic reward and extrinsic reward. Intrinsic reward derives from the individual itself and one feels that he or she does not necessarily need external stimuli to obtain this motivation (e.g. recognition, freedom, sense of achievement). Extrinsic reward which results from the external factors of the individual such as getting money. Individuals who are possessing extrinsic reward will be motivated by the stimuli coming outside the individual and their rewards will be the sum of efforts made to motivate them in an organizational context in forms of rewards, promotion, pay increases and punishment. The intrinsic motivation is more powerful in the long run and deeper in meaning as it is integrated in the individual and not controlled by external forces whereas the extrinsic motivation might have powerful and visible effects fast but these are not lasting long as the stimuli is coming outside the individual (Selamawit, 2015) (cited in Lott, 2012).

The reward of an organization can influence its employees and affect the lives of its workers and their family besides the productivity of the organization. That is, "What do you do?" is often the first question that people ask when they meet someone new. Not surprising that most adults spend most of their waking hours at work and that our jobs can influence our lives even outside the work place. Our work can be a big part of our identity and offer insights into what is important to us, making it a rich area of psychological study (Kirsten, 2013).

2.2.2 Types of Rewards

There are two types of rewards, extrinsic and intrinsic rewards;

According to (Decenzo & Robbins2012), reward is a taken of positive reception, given by the employer to the employee for his/her service to the company. A well-designed reward system motivates employees and helps in building positive emotional response towards the job.

A reward system is also a collection of interrelated processes and practices that are combined to ensure that the reward management of an organization is carried out effectively to the benefit of both the organization and the employees (Armstrong, 2010).

2.2.1.1 Extrinsic Rewards

Extrinsic rewards are those remuneration factors that are external to the job such as pay, work condition, security, benefits, promotion contract of services and work environment. It also refers to the core organizational reality, as equitable rewards distribution does drive employee's morale. (Thripp, 2008) found that, intrinsic value is far more reliable than extrinsic value, because it's self-reliant, independent and free of the influence of others.

There are various ways a company can choose to reward its employees. According to (Thomas 2009), some of extrinsic rewards are:

Working condition: An employee spends a lot of time at the workplace, completing tasks of the organization and for the organization. An organization must acknowledge such attribution and reward its employees by providing a comfortable workspace. Comfortable furniture, air-conditioned rooms, latest models of computers, etc are some factors that contribute for an improved workspace (Thomas, 2009).

Pay: an organization can design good payment for the employees as the reward for contributing their precious time and energy in achieving the organization's goal. A good payment is motivational and is a major factor that affects job satisfaction. Benefits are extra facility provided to the employees in addition to their salary. Benefits can be an organization's carefree life/health insurance, employee discount scheme, pension plan, etc Ibid,

Promotion: Some employees are average performing, while some others are intensely hard working, because of which they make huge difference on the organization's status. Such employees can be rewarded by handing them over new responsibilities and duties. Promotion indirectly related with increment in status, payment and power (Ibid)

Bonus: When an organization earns profit due to the effort of an individual or group of employees, the organization should appreciate their contribution by giving them additional

payment as a bonus or commission. Extrinsic rewards are always known to have received more value from the employees (Ibid).

2.2.2.2. Intrinsic Reward

Intrinsic reward is an act of doing an activity for its inherent satisfaction rather than for some separable consequence (Ryan & Deck, 2000). It fulfills employee's intrinsic factors or motivators, thus motivating him. *Examples* include by giving challenging task, getting involved in decision-making process, giving a higher rank in hierarchy etc. Not all these rewards require any increased in salary but the employee is still being motivated, feeling a sense of satisfaction of being given the opportunity of working at a higher management rank. Research has suggested that job satisfaction of an employee is greatly affected by the reward. An intrinsically motivated individual will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her (Agile, 1997).

Intrinsically motivated individuals are therefore likely to perceive the above issues as not being difficulties, but rather as challenges (Haines III, Saba & Choquette 2008). According to Thomas (2009), the following are descriptions of the four (4) types of intrinsic rewards and how employees view them: - meaningful

Sense of achievement: It takes many efforts, skills and courage to perform any task and there is no better feeling than the joy one feels seeing his hard work pay off (Ibid)

Recognition: Everyone wants to be renowned at the place where he/she works. It is rewarding for employees when the co-workers and other members of the company for the work recognize them they have done (Ibid).

Work freedom: When employees continue to make better output, supervisors may bother less to manage them. The freedom that employees receive to make their own decision and work as per their schedule is also a form of intrinsic reward (Ibid).

2.2.3. Hierarchy of Needs Theory

This theory is the most widely recognized motivational theory developed by psychologist Abraham H. Maslow in 1940s. Maslow stated that individual have exceptionally strong needs, that can be arranged in hierarchy.

This model states that a person has five types of needs: Physiological Needs: are those needs for food, air, water, and shelter. They are called the lowest order needs according to Maslow need hierarchy. Individuals focus on fulfilling these needs before jumping to the higher

order needs or the higher order needs become primary motivators (Don, H., John, W., Slocum, 2011). Security Need: are the need for safety, stability, and the absence of pain, threat or illness. Unsatisfied security need cause an individual to be preoccupied with satisfying them. Individual at these need level concerned or value their jobs to keep their lowest order need safe or secured (Don, 2011). Affiliation Need: are the desire for friendship, love, and a feeling of belonging. When Physiological and security needs have been satisfied, affiliation needs emerge. Individual that pass the above two need level (Don, 2011). This need level is primary source of motivation. Individual value their job and use it as an opportunity to satisfy their need of friendship, love and feeling of belongingness. Supervisor whose employee are motivated to fulfill these needs are likely to act supportively and organize activities that is out of regular daily routines.

Esteem Needs: the desires for feelings of achievement, self-worth, and recognition or respect are. Individuals with esteem needs want others to accept them for what they are and to perceive them as competent and able. Leaders who focus on esteem needs try to motivate employees with public rewards and recognition for achievements And Self-Actualization Needs: involve individuals realizing their full potential and becoming all that they can become. Individuals who strive for self-actualization seek to increase their problem-solving abilities (Don, 2011).

An individual moves up the needs hierarchy from one level to the next. In addition, Maslow separated the five needs into higher and lower levels. Physiological and safety needs were considered lower-order needs; social, esteem, and self-actualization needs were considered higher-order needs. Lower-order needs are predominantly satisfied externally while higher-order needs are satisfied internally (Stephen, 2012).

Physiological, security, and affiliation (social) needs are also known as deficiency needs. According to Maslow an individual's appearance as a healthy person both physically and psychologically attain only through the satisfaction those needs. In contrast, esteem and self-actualization needs are known *as* growth needs (Don, 2011).

2.2.4. Expectancy Theory

The most comprehensive and widely accepted explanation of employee motivation to date Expectancy theory is developed by Victor Vroom (Stephen, 2002). This model is not only

explaining how employees are motivated but also it explains how those drives and needs translated into specific effort and behavior (Steven, 2008).

The foundation of this model is the assumption that human beings are rational. The model states that individuals are motivated to work when they believe that they can achieve their goal through their job (Don, 2011). An individual tends to act/ behave in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual (Stephen, 2002). As (Steven, 2008) the key variable of interest in this model is effort- individual's actual exertion of energy. Individual's effort depends on three factors effort-to-performance (E-to-P) expectancy, performance-to-outcome (P-to-O) expectancy, and outcome valences (V). Those factors are the three pillars of expectancy model. According to this model individual's motivation are influenced by those three factors if any of them is lost motivation declines (Cum, 2011).

(Stephen, 2002) generalization expectancy theory is the key to understanding an individual's goal and the linkage between effort and performance, between performance and rewards, and finally, between rewards and individual goal satisfaction. It emphasizes payoffs, or rewards. As a result, we have to believe that the rewards an organization is offering align with what the individual wants. Expectancy theory recognizes that there is no universal principle for explaining what motivates individuals and, thus, stresses that managers must understand why employees view certain outcomes as attractive or unattractive.

2.2.5. Theories of Motivation

Herzberg's two-factor theory main idea is that employees in their work environment are under the influences of factors that cause job satisfaction and factors that causes job dissatisfaction (Azeri, 2011). Hence, job satisfaction is one of the tools that create motivation one employees. The following are some of theories of Motivation and they are described as follows :-(Mooney, 2005)

Equity theory of motivation: Equity theory developed by (Stacy, 2004), which in a systematic way illustrates equity as a motivational factor (Kaufmann, 2005). It argues that people that feel that they were being treated equitably are better motivated and vice versa, that people that they are treated inequitably are less motivated (Armstrong, 2005). Equity is treated asa principal with predictable and strongly motivating and de motivating effects on people's

willingness to perform and general motivation in work life Samuel 2017 (cited in Kaufmann, 2005)

2.2.6. Job Satisfaction

Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact, there is no final definition on what job represents (Azeri, 2011)

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being (Kaminski, 2007).

Accordingly, job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. For (Stott, 2004) job satisfaction, the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic reward.

According to Armstrong (2006), the term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. According to (George and Jones, 2008), Job satisfaction is "the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction.

In addition to having attitudes about their jobs as a whole, people also have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay". (Azeri, 2008), defined job satisfaction a feeling that appears because of the perception that the job enables the material and psychological needs.

2.2.7 Factors that affect an organization's Reward policy and Strategy

According to (Qikker, 2013) and (McCormick, 2015) major factors are:

- Affordability – what an organization can afford to pay. The argument here is that an organization cannot borrow to reward employees but should reward from the value created by the employees themselves. However in any case an organization has to afford to pay above legal minimums.

- Legislation- legislation sets the minimum base pay (minimum fixed pay rate), which becomes the starting point in calculating for all of an organization's policies.
- Trade Unions/workers committees – depending on the power of a union, pay levels are determined through collective bargaining. The most powerful ones will strike higher levels. 4. External job value – the market value of the job e.g. what is the market value of an HR Manager or DG?
- Internal job value – the value or perceived value of a job compared to the other jobs which the organization will determine the reward for that job e.g. HR manager compared to Finance manager.
- Value of the person – employees holding similar jobs can be paid differently depending on the value to the organization performance.
- The economy–A depressed economy increases the supply of labor, which in turn reduces its price and hence affects reward policy strategy.

In addition to these factors, reward is affected by many factors like labor market factors, collective bargaining, government legislation & top management philosophy regarding pay benefits (world at work, 2008). Managers may not do what HR expects them to design reward system and if they compelled to- they may be half-hearted about it. This carelessness by managers puts tremendous burden on HR and Reward Specialists. Actions to solve the challenges of reward system are: -

- Developing technology for specifying desirable behaviors
- Using evaluation procedures that recognize multidimensional nature of performance
- Training supervisors to use performance appraisal system appropriately and to understand potential sources of bias.
 - Training managers to establish appropriate contingencies between rewards and performance.
 - Administering the reward system consistently across employees

2.3 Empirical Framework

Various related studies are conducted by different researchers in different parts of the world. However, there are limited numbers of studies conducted in Ethiopia on the effect of reward on employee job satisfaction.

Samuel, (2017) conducted the research on ‘**the effect of reward on employee job satisfaction**’ at lion international bank in Addis Ababa the objective of this research was to examine the relationship between reward and job satisfaction. The selected data was analyzed by using descriptive statistics and explanatory. The relationship of the identified independent variable and the dependent variable job satisfaction by quantitatively testing their relationship using the coefficient of value, it was found high degree of positive and statistically significant relationship between independent and dependent variable. Intrinsic reward variables have high degree of positive relationship with job satisfaction than extrinsic reward variables.

Research conducted by (Mohammad et al, 2012) on ‘**the effect of reward on job satisfaction**’ at Pakistan. This study examines the impact of intrinsic and extrinsic rewards on job satisfaction, a case of call centre employees in Pakistan. By using descriptive statistics results Job satisfaction is positively correlated with intrinsic rewards but less than as compared to extrinsic rewards. Pearson correlation results shows that extrinsic rewards are more related to employees job satisfaction in call centers as compared to intrinsic rewards. These results also shows job satisfaction increased when organization given more extrinsic rewards and extrinsic rewards more worth as compared to intrinsic rewards.

Research conducted by Rahel, (2017) on ‘**the effect of reward on job satisfaction**’ at commercial bank of Ethiopia. This thesis tried to assess the effect of reward on job satisfaction in the case of commercial bank of Ethiopia at Addis Ababa branches. The method used here was that descriptive statistics by collecting 1st hand quantitative data using a random sampling. To do this research, the researcher had focused on checking on if there is a relationship between the independent and the dependent variables. After collecting, sorting, & coding the raw data, SPSS was used to analyze the data and reached to some findings. Based on this, the result of the correlation analysis showed that all of the independent variables listed in the study had positive relationship with the dependent variable, which leads us to accept H_0 and reject H_A in the research. On the other hand, the regression analysis helped us to see whether the model is fit. Finally, the findings of the research showed that reward had a positive effect on employees’ job satisfaction even if the existing reward practice at CBE is not as such satisfying the employees. So, the bank has to rework on its reward policy and practice in order to retain satisfied employees and achieve its goals.

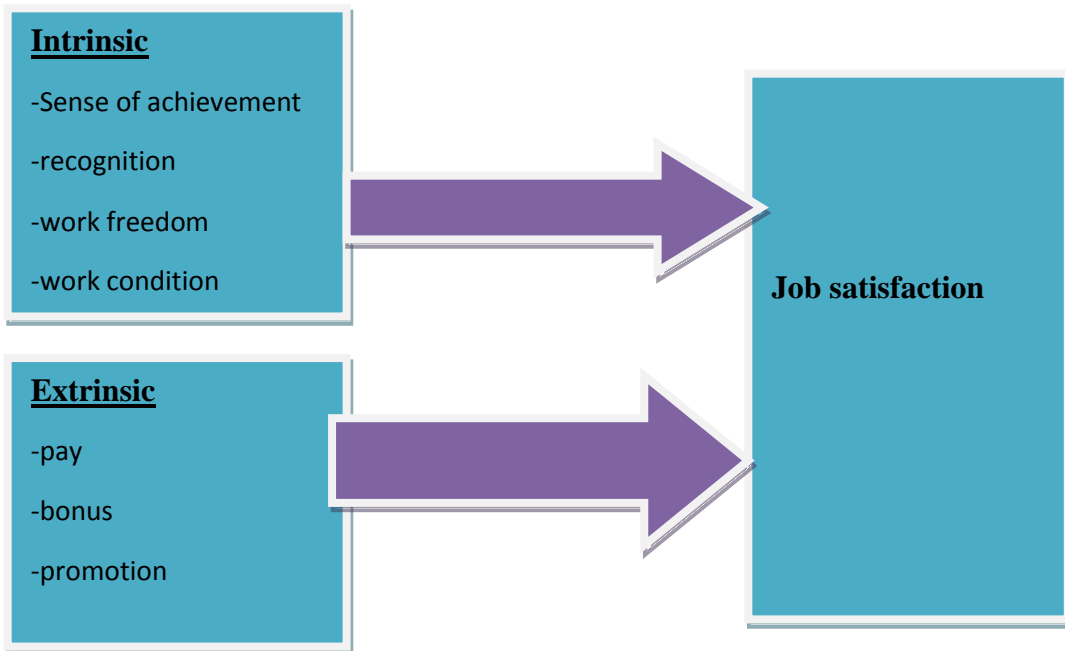
Another research conducted by (Isaac & Dinah, 2016). **The Effect of Reward Management on Employees Commitment** in the Universities in Nakuru Kenya. The aim of this study is to examine the effect of financial and non-financial rewards on organizational commitment of employees in Universities in Nakuru County. The sample size of the study comprised 224 full-time lecturers working in 10 universities within Nakuru County. Data was collected using the questionnaire method.

The data obtained was processed using the Statistical Package for Social Sciences (SPSS) and was analyzed using both descriptive and inferential statistics. The study found that financial reward management practices collectively have significant effect on organizational commitment.

In all the three researchers the finding shows intrinsic and extrinsic rewards have a significant relation with employees' job satisfaction on the other hand the first researcher (Samuel) finds Intrinsic reward variables have high degree of positive relationship with job satisfaction than extrinsic reward variables. Researchers (Mohammad et al, 2012) finding shows using descriptive statistics results Job satisfaction is positively correlated with intrinsic rewards but less than as compared to extrinsic rewards. Pearson correlation results shows that extrinsic rewards are more related to employees job satisfaction in call centers as compared to intrinsic rewards.

2.4 Conceptual Framework

The Conceptual framework is a set of coherent ideas or concepts organized in a manner that makes them easy to communicate to others (Schwartz, 2006). The conceptual framework of this study specified the nature of in diagrammatical form (Figure 1). Hence, job satisfaction is taking as dependent variable and extrinsic, intrinsic rewards are taking as independent variables. The independent variables have been shown to have an effect on organizational job satisfaction (Ong and Tec, 2012) the relationships of these variables are support by the above literatures. If employees show poor practice of reward, they are revealing to job dissatisfaction. This study examined the effect of reward by selecting from both extrinsic and intrinsic variables (pay, promotion and bonus) extrinsic (recognition, sense of achievement, working condition and work freedom)intrinsic as independent variables and job satisfaction as dependent variable and to answer by taking employees' of Ethiopian wildlife conservation authority as a case of organization. The framework of the study is portraying below.



Source: taken from literature

Figure 1 Conceptual framework

CHAPTER THREE

RESEARCH DESIGN AND METHODS

3.1 Introduction

This chapter of the study deals with the research design and methods. It includes the research design, the approach, and source of data, instrument of data collection, population and sampling procedures, validity and reliability, methods of data analysis and ethical considerations.

3.2 The Research Design

The main objective of this research is to examine and analyze the effect of reward on the employee job satisfaction. The researcher used descriptive and explanatory research method. The major advantage of using descriptive research design is that it provides a relatively complete picture of what is occurring at a given time, based on this the study result summarized by frequencies, percentages, means and standard deviations (Blumberg, 2005).

Explanatory design (correlation and regression analysis) concerned with test of the relationship between independent and dependent variables, (Kothari, 2004).

3.3 The Research Approach

Taking into consideration the significance of applying mixed method in modern research, the researcher adopted mixed method which combines quantitative and qualitative techniques for the reasons of achieving credibility of result, for better interpretation of result, to offset the weaknesses associated with using one method and to achieve justification between the two methods (triangulation).

The mixed research method including both quantitative and qualitative approaches is selected for this thesis as it is considered to be the best option due to suitability to collect data and to present the result with the help of diagrams and statistics. In addition, employing this approach is used to neutralize or cancel the biases of applying any of a single approach and a means to offset the weaknesses inherent in a single method with the strengths of the other method (John, 2009).

Mixed research approach opens door to multiple methods of data collection and helps to generate the findings to a population and develop a detailed view of the meaning of a

phenomenon or concept for individuals (John, 2009). Qualitative data is collected through Interview in order to identify the reward system adopted by the company. Then structured questionnaire has been used to collect data and analyze the effect of intrinsic and extrinsic reward scheme on employee satisfaction.

3.4. Target population, Sampling Technique and Sample Size Determination

3.4.1. Target Population

The target population of this study focused on all employees of Ethiopian wildlife conservation authority, which were found in Addis Ababa (Head office), and its 4 branches. The organization is a federal institution because of that the researcher focuses on mention organization. The population size is 1157 employees, which is 280 at head quarter and 877 at branches based on 2019 semi- annual report of EWCA.

3.4.2. Sampling Technique

In this study the researcher employed simple random sampling for questionnaires and purposive sampling for interview to select respondents. The researcher used this sampling method because employees are available and this sampling technique gives equal chance for all respondents to be included in the sample. A total of 297 employees were randomly selected from organization. The researcher randomly selected managerial and other staffs working at EWCA and distributed the questionnaire for those staffs and purposive for interview respondents. The survey was done on every employee from lower level employees to senior managerial level.

3.4.3. Sample Size Determination

The sample size 297 was determined on the base of sample size determination formula for descriptive research. Here, in the study, the information used in the formula by assuming 95% confidence level and a sampling error of 0.05 and sampling size calculated by formula (Yamane, 1967)

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{1157}{1 + 1157 * (0.05)^2} = 297$$

$$n = \frac{1157}{1 + 1157 * (0.05)^2} = 297$$

$$n = \frac{1157}{1 + 1157 * (0.05)^2} = 297$$

Where; N-Total number of population

e² -the desired level of precision

n=sample size

3.5. Method of data collection

In this study, the researcher used both primary and secondary data as an input of this research. Primary sources include questionnaires and interview and secondary sources include related articles, book reviews and/or scholarly journals, and academic writings. For the sake of clarity and simplicity this research study was analyzed using both qualitative and quantitative method of data analysis.

3.5.1 Primary Data

Primary data was obtained from employee of Ethiopian wildlife conservation authority, in the Head Quarters and branches in Addis Ababa through structured Questionnaire and Interview which includes questions in retrieving data and current status of reward affecting employee job satisfaction. These instruments were preferred because it enables to secure information at a time.

3.5.2 Secondary Data

Secondary sources of data was obtained from review of published journals, related articles, organization website, internal records, the internet and relevant documents (documents related to the study) was extensively reviewed as references. Secondary data will used because it increases understandings and importance of reward in employee's job satisfaction. Secondary data benefits researchers in cost effeteness, the breadth and depth in understanding of independent and dependent variables.

3.6 Instruments of Data Collection

Interview

The researcher was conducted an interview with semi-structured questions with director general and HRM department head of the organization to seek insight on case organization's reward practice and to support the data collected through questionnaire.

Questionnaire

Closed Structured Questionnaire was used in order to reach wide range of respondents so that, acquire information to examine and explain the relationships between variables. A different reward theory that has been presented on the literature review was used to develop the questionnaire. The questions were framed using Likert's scale of measurement ranging from

strongly agree to strongly disagree (Strongly agree 1, Agree 2, neither agree nor disagree 3, Disagree 4 and Strongly Disagree 5).

3.7. Methods of Data Analysis

The data were processed (both primary and secondary) manually. The processing stage was involved edition, classification, coding, and transcription. In the analysis of data, descriptive and explanatory analysis was employed to determine the currently reward system employed in EWCA. It was based on the relationship of rewards and the job satisfaction at EWCA.

Data which was gathered entered in Statistical Package for the Social Sciences (SPSS) version 24 for analysis purpose. This was carried out to ensure that the data from the respondents was accurate, reliable and consistent. The collected data was analyzed by means of descriptive statistics that included frequencies, percentages, means, and standard deviations was used to compare group differences in job satisfaction with respect to different factors. Also uses inferential statistics regression and correlation to examine the relationship of the variables.

3.8. Validity and Reliability

3.8.1 Validity

Validity was concerned with the degree to which the designed questionnaire and interview items fairly and accurately represented the main variables (dependent and independent) discussed in literature review. As stated earlier, the questionnaire was developed with due care containing 37 items, out of which seven (7) were demographic items and 10 interview question. Items in the questionnaire were prepared using a five point-Likert scale except the demographic items. Experts in the field were consulted about the content of the instruments, ambiguity of question items and their relevancy.

3.8.2 Reliability

Reliability refers to the consistency, stability, and repeatability of a data collection instrument. A reliable instrument does not respond to chance factors or environmental conditions; it was consistent results if repeated overtime or if used by two different investigators. Reliability demonstrates that the operations of a study such as the data collection procedures can be repeated, with the same results, (Yin 1994). Internal consistency of items incorporated in the instrument was checked by using Cronbach Alpha. Means of each variable was computed and then the reliability was checked based on the means, Cronbach Alpha test greater than 0.70 as seen in table 3.1 below.

Table 3.1 Reliability test

Reliability Statistics		
Variables	No. of Items in the Scale	Cronbach's Alpha Result(α)
Pay	4	.709
Promotion	5	.709
Bonus	2	.906
Working condition	4	.710
Recognition	3	.922
Work freedom	3	.795
Sense of achievement	4	.773
Job satisfaction	5	.885
Total scales	30	.924

3.9. Ethical Considerations

Before starting the actual data collection, the purpose of the study, the right to participate and refuse will be told to the study subjects. Verbal consent from the study subjects will be obtained. Confidentiality of the information was guaranteed by not writing a name or anything that enables to identify study participants. In addition to that, a respondent's answer is kept in a confidential place. The researcher acted responsibly according to ethical standards to ensure that the information gathered was not brought to disregard. All respondents will have a right to privacy, to safety, to know the true purpose of the research, to obtain research results and to abstain from answering questions (Anker, 1995).

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Demographic Information of respondents

This chapter deals with presentation, analysis, and interpretation of the data 297 employees were selected from the EWCA branch and head office in Addis Ababa using Simple random sampling. 297 questionnaires were distributed to collect relevant information from the sample respondents out of which 288(96. 96%) were returned.

Table 4.1 Demographic information of the respondents			
Item	Description	Frequency	Percent (%)
i. Gender	Male	213	74%
	Female	75	26%
	Totals	288	100%
ii. Age	less than 25	23	8%
	25—35	96	33.3%
	36—45	118	41%
	above 45	51	17.7%
	Total	288	100%
iii. Marital status	Single	164	56.9%
	Married	124	43.1%
	Total	288	100%
iv. Level of education	Diploma	47	16.3%
	first degree	167	58%
	Masters degree	74	25.7%
	Total	288	100%
v. Work experience	1-5 years	78	27.1%
	5-10 years	104	36.1%
	above 10 years	106	36.8%
	Total	288	100%
vi. Current position	junior expert	100	34.7%
	senior expert	178	61.8%

	Director	7	2.4%
	Other	3	1%
	Total	288	100%
vii. Current salary	below 3000	3	1%
	3001-5000	146	50.7%
	5001-10000	122	42.4%
	above 10000	17	5.9%
	Total	288	100%

Source: SPSS output, 2020

From table 4.1 item i, majority the respondents, i.e. 74% were male and the remaining 26% were female. This shows that the numbers of male employees are greater than the number of female in this study. Similarly, in the same table 4.1., item ii depicts that majority (82%) of the respondents are young below 45 years of age whereas the difference, 18%, counts to employees whose age is above 45.

Out of the 288 respondents, less than 25 age 23(8%), age 25—35 96(33.3%), 36—45, 118(41%) age above 45, 51(17.7%). This shows that the majority of the respondents' age group lied between 36-45 years old as indicated in the above table. This implies that majority of the respondents are well matured employee help the organization in leading and performing their jobs as expected.

When we come to respondents marital status, 164(56.9%) of the respondents are single and 124 (43.1%) of the respondents are Married. This implies that most of the respondents are single.

Level education of in, the above table 4.1 clearly shows that 47(16.3%) respondents were Diploma holder, 167(58%) respondents have first degree and 74(25.7) respondents masters degree holders are found from the total respondents. This implies that employees of EWCA are fairly educated and upgrading themselves. This helps the organization to perform jobs with skill.

Out of total 288 respondents 78(27.1%) 1-5 years work experience, 5-10 years experience 104(36.1%), above 10 years experience 106(36.8)of respondents. This shows highly experienced employees found in the organization. It is understood that Employees are well experienced and have a sound knowledge about their organization reward policy, system, practices and procedure compared with employees having less experience.

The current positions of the respondents out of total 288, 100(34.7%) junior expert, 178(61.8%) senior expert, 7(2.4%) respondents are director and other position respondents 3(1%). This implies the organization has well experienced employees. Keeping those employees helps organization to achieve its vision.

From the above table 4.1 respondents salary can be classified into four, below 3000, 3001-5000, 5001-10000, and 3(1%), 146(50.7%), 122(42.4%), 17(5.9%) respectively. This implies most the respondents are not paid too much. Unpaid employee has less motivation in their performance.(Azeri, 2011)

4.3. Descriptive Analysis

The objective of this research is to examine the effect of reward on employee job satisfaction. This descriptive analysis the summary of statistics that quantitatively describes from collected information. Detail statically described in the table below.

4.3.1 My pay is based on the amount of work					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	14	4.9	4.9	4.9
	Agree	13	4.5	4.5	9.4
	neither agree nor disagree	35	12.2	12.2	21.5
	Disagree	144	50.0	50.0	71.5
	strongly disagree	82	28.5	28.5	100.0
	Total	288	100.0	100.0	

The above table 4.3.1 indicates regarding pay and amount of work is not align with each other the results of respondent, F.144 (50%) disagree, F.82 (28%) strongly disagree, F.35 (22.2%) neither agree nor disagree, F.13(4.5%), strongly ,F.14(4.9%) agree as proven by the study. This result implies that employee dissatisfied in the organization and pay is not based on the amount of work.

4.3.2 higher salary and pay increase performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	52	18.1	18.1	18.1
	Agree	133	46.2	46.2	64.2
	neither agree nor disagree	38	13.2	13.2	77.4
	Disagree	56	19.4	19.4	96.9
	strongly disagree	9	3.1	3.1	100.0
	Total	288	100.0	100.0	

The above table 4.3.2 result shows that higher salary and pay increase performance among 288 total respondents F.133 (46.2%) agree, F.52 (18.1%) strongly agree, F.38 (13.2%) neither agree nor disagree, F.56 (19.4%) disagree, F.9 (3.1%) strongly disagree. This implies that higher pay and salary increase performance in the organization.

4.3.3 my annual salary raise is satisfactory					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	13	4.5	4.5	4.5
	neither agree nor disagree	36	12.5	12.5	17.0
	Disagree	185	64.2	64.2	81.3
	strongly disagree	54	18.8	18.8	100.0
	Total	288	100.0	100.0	

The above table 4.3.3 result indicates among 288 respondents, F.185 (64.2%) disagree, F.54 (18.8%) strongly disagree, F.36 (12.5%) neither agree nor disagree, F.13 (4.5%) agree. This implies that annual salary raise is not satisfactory.

4.3.4 The amount of pay that I received is competitive with similar job in industry					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	22	7.6	7.6	7.6
	neither agree nor disagree	79	27.4	27.4	35.1
	Disagree	95	33.0	33.0	68.1
	strongly disagree	92	31.9	31.9	100.0
	Total	288	100.0	100.0	

The above table 4.3.4 study result shows that respondents, F.95 (33%) disagree, F.92 (31.9%) strongly disagree, F.79 (27.4%) neither agree nor disagree, F.22 (7.6) agree. In general pay variables in respondent organization employees are dissatisfied compared to similar organization.

4.3.5 The way promotion is given at EWCA is job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	7	2.4	2.4	2.4
	Agree	29	10.1	10.1	12.5
	neither agree nor disagree	70	24.3	24.3	36.8
	Disagree	109	37.8	37.8	74.7
	strongly disagree	73	25.3	25.3	100.0
	Total	288	100.0	100.0	

Among 288 respondents in above tables shows, F.109 (37.8%) disagree, F.70 (24.3%)neither agree nor disagree, F.73 (25.3%) strongly disagree, F.29(10.1%) agree, F.7(2.4%)strongly agree. This implies that the way promotion is given not satisfactory as per the respondents.

4.3.6 EWCA is giving priority for merit in promotion					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	7	2.4	2.4	2.4
	Agree	58	20.1	20.1	22.6
	neither agree nor disagree	80	27.8	27.8	50.3
	Disagree	107	37.2	37.2	87.5
	strongly disagree	36	12.5	12.5	100.0
	Total	288	100.0	100.0	

The above table 4.3.6 study result shows, out of 288 respondents F.107 (37.2%) disagree, F.80 (27.8%) neither agree nor disagree, F.58 (20.1%) agree, F.36 (12.5%) strongly disagree, F.7 (2.4%)strongly agree. Respondents result indicates that EWCA is not giving priority for merit in promotion.

4.3.7 The opportunity for advancement on this job is interesting					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	71	24.7	24.7	24.7
	neither agree nor disagree	87	30.2	30.2	54.9
	Disagree	95	33.0	33.0	87.8
	strongly disagree	35	12.2	12.2	100.0
	Total	288	100.0	100.0	

From the above 4.3.7 result out of 288 respondents, F.95 (33%)disagree, F.87 (30.2) neither agree nor disagree, F.35 (12.2%)strongly disagree, F.71 (24.7%) agree. This implies the opportunity for advancement on job is not interesting majority of respondents dissatisfied and considerable respondents also satisfied in the organization.

4.3.8 EWCA has a written promotion policy					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	21	7.3	7.3	7.3
	Agree	53	18.4	18.4	25.7
	neither agree nor disagree	104	36.1	36.1	61.8
	Disagree	92	31.9	31.9	93.8
	strongly disagree	18	6.3	6.3	100.0
	Total	288	100.0	100.0	

Among 288 respondents in above table 4.3.8 shows, F.104 (36.1%) neither agree nor disagree, F.92 (24.3%) disagree, F.53 (18.4%) agree, F.18 (6.3%) strongly disagree, F.21(7.3%)strongly agree. This implies most of the respondent did not know whether promotion in the organization and majority of the respondent dissatisfied with this question.

4.3.9 All employees get a fair chance of being promoted					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	14	4.9	4.9	4.9
	Agree	29	10.1	10.1	14.9
	neither agree nor disagree	100	34.7	34.7	49.7
	Disagree	92	31.9	31.9	81.6
	strongly disagree	53	18.4	18.4	100.0
	Total	288	100.0	100.0	

Out of 288 respondents, F.100 (34.7%) neither agrees nor disagrees, F.92 (31.9%) disagree,F.53 (18.4%) strongly disagree, F.29 (10.1%) agree, F.14 (4.9%) strongly agree. In promotion variable the study result shows that there is a dissatisfaction and awareness problem in the organization.

4.3.10 I receive bonus with respect to my effort					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	7	2.4	2.4	2.4
	neither agree nor disagree	42	14.6	14.6	17.0
	Disagree	97	33.7	33.7	50.7
	strongly disagree	142	49.3	49.3	100.0
	Total	288	100.0	100.0	

The above table 4.3.10 result shows that out of 288 respondents, F.142 (49.3%) strongly disagree, F.97 (33.7%) disagree, F.42 (14.6%)neither agree nor disagree, F.7 (2.4%) agree. This result implies that almost no bonus is given with respect on job effort.

4.3.11 I am satisfied with the bonus EWCA provide					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	8	2.8	2.8	2.8
	neither agree nor disagree	42	14.6	14.6	17.4
	Disagree	107	37.2	37.2	54.5
	strongly disagree	131	45.5	45.5	100.0
	Total	288	100.0	100.0	

Among 288 respondents, F.131 (45.5) strongly disagree, F.107 (37.2%) disagree, F.42 (14.6%)neither agree nor disagree, F.8 (2.8%) agree. This result also indicates respondents are not satisfied with bonus provided. Over all bonus issue needs better attention.

4.3.12 The physical surrounding where I work are secured					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	14	4.9	4.9	4.9
	Agree	60	20.8	20.8	25.7
	neither agree nor disagree	69	24.0	24.0	49.7
	Disagree	83	28.8	28.8	78.5
	strongly disagree	62	21.5	21.5	100.0
	Total	288	100.0	100.0	

The results from above table 4.3.12 shows, F.83 (28.8%)disagree, F.69 (24%) neither agree nor disagree, F.62 (21.5%)strongly disagree, F.60 (20.8%) agree, F.14 (4.9%)strongly agree. This implies majority respondent's dissatisfied in physical surrounding needs improvement and also considerable numbers of respondents are agreed with this question.

4.3.13 I am happy because I am working in a well furnished clean office					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	28	9.7	9.7	9.7
	Agree	123	42.7	42.7	52.4
	neither agree nor disagree	35	12.2	12.2	64.6
	Disagree	87	30.2	30.2	94.8
	strongly disagree	15	5.2	5.2	100.0
	Total	288	100.0	100.0	

Among 288 respondents shown in the above table, F.123 (42.7%) agrees, F.87(30.2%) disagree, F.35 (12.2%)neither agree nor disagree, F.28 (9.7%)strongly agree, F. 15 (5.2%)strongly disagree. This study result in the issue of well furnished and clean office implies better satisfaction level.

4.3.14 The EWCA has guaranteed job security to its employee					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	30	10.4	10.4	10.4
	neither agree nor disagree	57	19.8	19.8	30.2
	Disagree	159	55.2	55.2	85.4
	strongly disagree	42	14.6	14.6	100.0
	Total	288	100.0	100.0	

The above table 4.3.14 result indicates out of 288 respondents, F.159 (55.2%) disagree, F.57 (19.8%) neither agree nor disagree, F.42. (14.6%) strongly disagree, F.30 (10.4%) agrees. This implies that employee dissatisfied with not guaranteed job security.

4.3.15 I receive adequate resource on my work place					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	7	2.4	2.4	2.4
	Agree	60	20.8	20.8	23.3
	neither agree nor disagree	68	23.6	23.6	46.9
	Disagree	120	41.7	41.7	88.5
	strongly disagree	33	11.5	11.5	100.0
	Total	288	100.0	100.0	

Out of total respondents of 288, F.120 (41.7%) disagree, F.68 (23.6%)neither agree nor disagree, F.60 (20.8%) agree, F.7 (2.4%)strongly agree. This indicates highly dissatisfaction on adequate working resources in the organization.

4.3.16 I get credit for work that I do					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	22	7.6	7.6	7.6
	Agree	51	17.7	17.7	25.3
	neither agree nor disagree	83	28.8	28.8	54.2
	Disagree	70	24.3	24.3	78.5
	strongly disagree	62	21.5	21.5	100.0
	Total	288	100.0	100.0	

The above table 4.3.16 result indicates that out of 288 respondents, F.83 (28.8%)neither agree nor disagree, F.70 (24.3%) disagree, F.62 (21.5%)strongly disagree, F.51 (17.7%) agree, F.22 (7.6%)strongly agree. This implies a majority respondent indicates that the organization is not giving credit for work they do also a number of respondents agree with this question.

4.3.17 I receive adequate recognition for doing my job well					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	15	5.2	5.2	5.2
	Agree	62	21.5	21.5	26.7
	neither agree nor disagree	83	28.8	28.8	55.6
	Disagree	81	28.1	28.1	83.7
	strongly disagree	47	16.3	16.3	100.0
	Total	288	100.0	100.0	

Among total respondents of 288, F.83 (28.8%)neither agree nor disagree, F.81 (28.1%) disagree, F.62 (21.5%) agree, F.47 (16.3%)strongly disagree, F.15 (5.2%)strongly agree. This indicates adequate recognition is needed to do jobs well.

4.3.18 Employee gets feedback and recognition from their supervisors					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	14	4.9	4.9	4.9
	Agree	44	15.3	15.3	20.1
	neither agree nor disagree	102	35.4	35.4	55.6
	Disagree	106	36.8	36.8	92.4
	strongly disagree	22	7.6	7.6	100.0
	Total	288	100.0	100.0	

Out of total respondents of 288, F.106 (36.8%) disagree, F.102 (35.4%) neither agree nor disagree. F.44 (15.3%) agrees, F.22 (7.6%) strongly disagree, F.14 (4.9%) strongly agrees. This implies majority respondents of employees dissatisfied by feedback and recognition from their supervisors.

4.3.19 I have the chance to work alone on my job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	22	7.6	7.6	7.6
	Agree	151	52.4	52.4	60.1
	neither agree nor disagree	57	19.8	19.8	79.9
	Disagree	44	15.3	15.3	95.1
	strongly disagree	14	4.9	4.9	100.0
	Total	288	100.0	100.0	

Among 288 respondents from the above table, F.151 (52.4%) agree, F.57 (19.8%)neither agree nor disagree, F.44 (15.3%) disagree, F.22 (7.6%)strongly agree, F.14 (4.9%)strongly disagree. This implies that the chance to work alone is satisfied by employees.

4.3.20 EWCA let employee participating on decision making that concern them					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	21	7.3	7.3	7.3
	Agree	71	24.7	24.7	31.9
	neither agree nor disagree	67	23.3	23.3	55.2
	Disagree	76	26.4	26.4	81.6
	strongly disagree	53	18.4	18.4	100.0
	Total	288	100.0	100.0	

From the above table 4.3.20 out of 288, F.76 (26.4) disagree, F.71 (24.7%) agree, F.67 (23.3%) neither agree nor disagree, F.53 (18.4%)strongly disagree, F.21 (7.3%)strongly agree. This indicates that relatively dissatisfied with question concerning employee participating on decision making.

4.3.21 I am able to see the results of the work I do					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	57	19.8	19.8	19.8
	Agree	75	26.0	26.0	45.8
	neither agree nor disagree	101	35.1	35.1	80.9
	Disagree	43	14.9	14.9	95.8
	strongly disagree	12	4.2	4.2	100.0
	Total	288	100.0	100.0	

From the above table 4.3.21 among 288 respondents, F.101 (35.1%) neither agrees nor disagrees, F.75 (26%) agrees, F.57 (19.8%) strongly agree, F.43 (14.9%) disagree, F.12 (4.2%) strongly disagree. This result implies that employee neither agree nor disagree results of they do in the organization and needs awareness clarity on their job and also considerable number of respondent agree with this question.

4.3.22 I have the chance to do things for other people					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	28	9.7	9.7	9.7
	Agree	126	43.8	43.8	53.5
	neither agree nor disagree	95	33.0	33.0	86.5
	Disagree	31	10.8	10.8	97.2
	strongly disagree	8	2.8	2.8	100.0
	Total	288	100.0	100.0	

Out of 288 respondents the above table indicates, F.126 (43.8%) agrees, F.95 (33%)neither agrees nor disagrees, F.31 (10.8%) disagree, F.28 (9.7%)strongly agree, F.8 (2.8%)strongly disagree. This indicates that the chance to do things for other people is relatively satisfied by respondents.

4.3.23 I have the chance to tell people what to do					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	35	12.2	12.2	12.2
	Agree	133	46.2	46.2	58.3
	neither agree nor disagree	80	27.8	27.8	86.1
	Disagree	28	9.7	9.7	95.8
	strongly disagree	12	4.2	4.2	100.0
	Total	288	100.0	100.0	

The above table 4.3.13 result indicates that, F.133 (46.2%) agree, F.80 (27.8%)neither agree nor disagree, F.35 (12.2%)strongly agree, F.28 (9.7%) disagree, F.12 (4.2%)strongly disagree. This implies that employee satisfied by the chance to tell peoples what to do.

4.3.24 The organization reward policy & procedures are put in to practice					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	7	2.4	2.4	2.4
	Agree	38	13.2	13.2	15.6
	neither agree nor disagree	78	27.1	27.1	42.7
	Disagree	96	33.3	33.3	76.0
	strongly disagree	69	24.0	24.0	100.0
	Total	288	100.0	100.0	

Out of the total respondents of 288, F.96 (33.3%) disagree, F.78 (27.1%)neither agree nor disagree, F.69 (24%)strongly disagree, F.38 (13.2%) agree, F.7 (2.4%)strongly agree. This result indicates that the organization reward policy and procedure are not put in to practice.

4.3.25 My organization treat its employee in equitable manner					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	79	27.4	27.4	27.4
	neither agree nor disagree	38	13.2	13.2	40.6
	Disagree	123	42.7	42.7	83.3
	strongly disagree	48	16.7	16.7	100.0
	Total	288	100.0	100.0	

From the above table 4.3.25 the result shows F.123 (42.7%) disagrees, F.79 (27.4%) agree, F.48 (16.7%) strongly disagree, F.38 (13.2%) neither agree nor disagree. This implies that relatively the studied organizations not treat its employee in equitable manner.

4.3.26 I am working according to my qualification and skill					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	63	21.9	21.9	21.9
	Agree	79	27.4	27.4	49.3
	neither agree nor disagree	24	8.3	8.3	57.6
	Disagree	59	20.5	20.5	78.1
	strongly disagree	63	21.9	21.9	100.0
	Total	288	100.0	100.0	

Among total respondent of 288 results shows, F.79 (27.4%) agree, F.63 (21.9%)strongly agree, F.63 (21.9%)strongly disagree, F.59 (20.5%)disagree, F.24 (8.3%)neither agree nor disagree. The result indicates that working with qualification and skill is balanced.

4.3.27 My organization value good performance than seniority, status, loyalty					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	7	2.4	2.4	2.4
	Agree	72	25.0	25.0	27.4
	neither agree nor disagree	46	16.0	16.0	43.4
	Disagree	112	38.9	38.9	82.3
	strongly disagree	51	17.7	17.7	100.0
	Total	288	100.0	100.0	

From the above table 4.3.27 respondents indicate, F.112 (38.9%)disagrees, F.72 (25%) agrees, F.51 (17.7%)strongly disagree, F.46 (16%)neither agree nor disagree, F.7 (2.4%)strongly agree. This implies organization not value good performance than seniority, status, loyalty.

4.3.28 Overall I am satisfied with my current job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	51	17.7	17.7	17.7
	Agree	74	25.7	25.7	43.4
	neither agree nor disagree	17	5.9	5.9	49.3
	Disagree	82	28.5	28.5	77.8
	strongly disagree	64	22.2	22.2	100.0
	Total	288	100.0	100.0	

From total respondent of 288 the above table shows. F.82 (28.5%) disagree, F.74 (25.7%) agree, F.64 (22.2%) strongly disagree, F.51 (17.7%) strongly agree, F.17 (5.9%) neither agree nor disagree. This implies that overall satisfaction is low in the studied organization.

In general form the study results both extrinsic and intrinsic reward variable satisfaction is low in the organization.

The means and standard deviations among the variables of the study are shown in the descriptive statistics displayed

4.3 Descriptive statistics of reward and Job satisfaction			
	N	Mean	Std. Deviation
Pay	288	3.5564	.9368
Promotion	288	3.4076	1.0196
Bonus	288	4.2760	.8059
Working condition	288	4.2760	1.0401
Recognition	288	3.3009	1.1066
Work freedom	288	2.9259	1.1297
Sense of achievement	288	2.4817	.9542
Job satisfaction	288	3.3222	1.2398
Valid N (list wise)	288		

Source: SPSS output, 2020

As indicated Mean and standard deviation of reward variables such as; pay, promotion, working condition, bonus, recognition, work freedom and sense of achievement in the above table rated by respondents. The result shows that the levels of job satisfaction among employees had a mean of 3.3222 (SD=1.2398).It can be concluded that respondents were highly dissatisfied. The result from this study showed that high mean result was recorded for bonus (M=4.276, SD=.8059) compared with other variables and high for all variables; Extrinsic reward results on this research has high mean value ranging from 4.27to 3.30.Among all extrinsic results in the promotion variables lower mean; (M=3.4076, SD=1.0196). It indicates that most of the respondents are not satisfied with asked question results. This it supposed caused by increasing number of employees found in the company from time to time and the chance that would be available new position makes less.

Intrinsic reward results on this study have a mean value ranging from 2.48to 3.30.This result implies that employees in the organization do not feel sense of achievement with the work that they were doing.

The lowest mean results was perceived the intrinsic reward results highest mean scored (M=3.3009, SD=1.1066).This implies that employees wants a recognitions by what they are performing.

4.4. Correlation Analysis

The study is investigating a relationship between rewards (extrinsic & intrinsic) and employee job satisfaction. Correlation analysis was used by the researcher is, to find the connection of the variables. That is, to check how much strong is the relation of variables and also to check if the variables are positively or negatively related.

Correlation is the degree of correspondence between variables. This implies the relationship is mutual or reciprocating, but we do not include in our concept of correlation any proposition that one thing is the cause and the other the effect. The researcher merely says that she have discovered that two things are systematically connected. The strength of relationship is indicated by the size of the absolute value (ignoring the sign). +1 or -1 shows a perfect correlation, it also indicates that the value of one variable can be determined exactly by knowing the value on the other variable.

4.4 Correlation coefficient results of relationships between rewards and job satisfaction

		over all I'm satisfied with my job	pay	Promotion	Bonus	Working condition	Recognition	Work freedom	Sense of achievement
over all I'm satisfied with my job	Pearson Correlation	1							
	Sig. (2-tailed)								
	N	288							
pay	Pearson Correlation	.342	1						
	Sig. (2-tailed)	.000							
	N	288	288						
Promotion	Pearson Correlation	.434	.520	1					
	Sig. (2-tailed)	.000	.000						
	N	288	288	288					
Bonus	Pearson Correlation	.261	.342	.560	1				
	Sig. (2-tailed)	.000	.000	.000					
	N	288	288	288	288				
Working condition	Pearson Correlation	.350	.520	.642	.540	1			
	Sig. (2-tailed)	.000	.000	.000	.000				
	N	288	288	288	288	288			
Recognition	Pearson Correlation	.432	.560	.650	.534	.438	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000			
	N	288	288	288	288	288	288		
Work freedom	Pearson Correlation	.326	.442	.560	.450	.360	.342	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		
	N	288	288	288	288	288	288	288	
Sense of achievement	Pearson Correlation	.234	.352	.360	.425	.540	.350	.420	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	288	288	288	288	288	288	288	288

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

4.5 Regression analysis

These assumptions must be fulfilled in order to undertake analysis by multiple regression models.

Assumptions of Multiple Regression Model

Five tests for classical linear regression model (CLRM) assumptions namely normality, linearity, homo elasticity; multi linearity and independence of residual are conducted and discussed as follows.

Regression analysis is a powerful statistical method that allows the researcher to examine the relationship between two or more variables of interest. While there are many types of regression analysis, at their core they all examine the influence of one or more independent variables on a dependent variable.

The study used a multiple linear regression to examine the effect of intrinsic and extrinsic rewards on employee job satisfaction. Multiple linear regression models assume there is a linear relationship between the independent variables and the dependent variables. The researcher used multiple regressions because to find the effect of those independent variables (extrinsic rewards & intrinsic rewards) on one dependent variable (employee Job satisfaction). Multiple regressions allow using the independent variables as a predictor for dependant variable. The strength of relationship between one dependant variable and one or more independent variables determined by coefficient of determination r^2 (also called regression coefficient). The regression coefficient varies between -1 and +1. -1 represents complete negative relationship while +1 represents perfect relationship

4.6 Summary of regression model				
model	R	R square	Adjusted R square	Std. Error of the Estimate
1	.963 ^a	.928	.920	.41252

- a. Predictors: Independent variable(Extrinsic and intrinsic rewards)
- b. Dependent variable: Job satisfaction

The above model summary shows the coefficient of multiple regressions R, which is the degree of association between selected rewards and employees' job satisfaction is 0.963. The value of the adjusted R square is 0.928. This implies that 92.8% the variation in employee job satisfaction of was explained by extrinsic and intrinsic rewards were as 7.2% of variance explained by other factors.

Table 4.7 ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	568.083	29	19.589	115.115	.000 ^b
	Residual	43.904	258	.170		
	Total	611.986	287			
a. Dependent Variable: Overall I am satisfied with my current job						
b. Predictors: (Constant), pay, bonus, promotion, working condition, recognition, work freedom, sense of achievement						

Source SPSS output, 2020

The result in the ANOVA table confirmed the significance of the overall model by p-value of 0.000 which is below the alpha level, i.e. 0.05, which means, the independent variables taken together have statistically significant relationship with the dependent variable under study.

Table 4.8 Regression Coefficients result					
	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(constant)	0.407	0.320		1.171	0.205
Pay	-0.437	0.215	-0.204	-5.469	0.041

Promotion	0.545	0.234	0.380	9.783	0.061
Bonus	-0.100	0.221	-0.055	-0.930	0.276
Working condition	0.498	0.205	0.324	10.796	0.010
Recognition	0.076	0.243	0.081	-1.022	0.770
Work freedom	-0.217	0.154	-0.161	-4.083	0.272
Sense of achievement	-0.129	0.245	-0.076	-2.259	0.216
a. Dependent Variable: Job satisfaction					

Source, SPSS output, 2020

The above table shows the extent to which each independent variables influence the dependent variable. The beta value for pay is ($\beta = -.204$, $P > 0.05$), promotion ($\beta = .380$, $p > 0.05$), working condition ($\beta = 0.324$, $p < 0.01$), bonus ($\beta = -.055$, $P > 0.05$), recognition ($\beta = 0.081$, $P < 0.01$), work freedom ($\beta = -.161$, $P > 0.05$ and sense of Achievement ($\beta = -.076$, $P < 0.01$).

variable	R	R square	Adjusted R square	Std. Error of the Estimate	F change	Beta	t	Sig
Extrinsic reward	.842 ^a	.709	.692	.809	44.08	.445	14.48	.000
Intrinsic reward	.798 ^a	.636	.623	.896	48.487	-.156	-7.36	.000

a. Predictors: Independent variable(Extrinsic and intrinsic rewards)

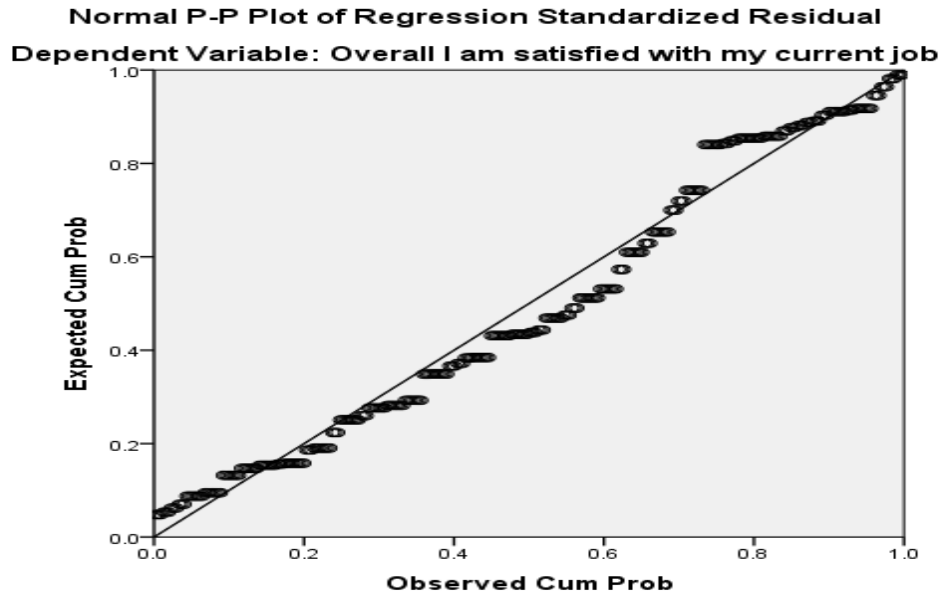
b. Dependent variable: Job satisfaction

The above table indicates, the coefficient of relationship illustrates that the value of R^2 for extrinsic Reward is .709; which means 70.9% of the variance in job satisfaction was described by extrinsic reward. Whereas, R^2 for intrinsic reward is .636; which means 63.6% of the variance in job satisfaction was described by intrinsic. Thus the regression analysis for this study indicates that job satisfaction is positively and significantly related with intrinsic rewards consistent with

theoretical framework significant positive relationship between extrinsic rewards and job satisfaction.

Normality test of regression

Test of normality its determining whether the data is well modeled by normal distribution or not. The decision rule is, if the fitted line in the NPP is approximately a straight line, one can conclude that the variables of interest are normally distributed.



Source, SPSS output, 2020

Figure 2 Normality test of regression

From the above figure, we can see that residuals of the model are approximately normally distributed, because the fitted line in the NPP is approximately a straight line.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1 Introduction

This chapter presents summary of finding, conclusion, and recommendation made based the finding.

5.2 Summary of Finding

The objective of this study was to examine the effect of reward on employee job satisfaction at Ethiopian wildlife conservation authority. In order to achieve the purpose of the study, some basic questions regarding reward systems procedures and practices and its implementation in the organization was assessed. The view of EWCA employees towards the present reward systems and its contribution towards effective performance, the factors, associated to reward systems implementation, effect of EWCA performance and measures to be taken to address the problem of reward system in the organization. When we came to study, the result of the descriptive statistics tells that above average of respondents are dissatisfied by the current practice of pay and benefits, promotion, recognition, sense of achievement, bonus, work freedom and working condition needs improvement.

The Pearson's Product Moment Correlation Coefficient was computed for the purposes of determining the relationships: the relationship between the different dimensions of the reward variables and employee's job satisfaction and the relationship between rewards and job satisfaction. Regarding the relationship of the identified dependent variable (sense of achievement, recognition and work freedom) and the independent (pay, promotion, bonus, working condition) variable job satisfaction their relationship using the coefficient of value, it was found high degree of positive and statistically significant relationship between independent and dependent variable. Both intrinsic reward variables and extrinsic variable have high degree of positive relationship with job satisfaction of employees.

Most employees believe that the reward does not compensate or equitable to employees' performance result. Finally, the major findings of this research show that reward is considered important factor for job satisfaction of EWCA employees.

The survey result shows that EWCA does not established strong reward system and respondents stated reasons such as the organization reward system is not appropriate, in-competitive pay package as compared to similar industries exist in the country.

According to the survey result obtained from EWCA the majority of the respondents are dissatisfied with the extrinsic and intrinsic reward provided by the organization to its employees that there is inadequate and inappropriate provision of rewards to employees. The main reason for this is lack of employee's participation, lack of accessing opportunity for advancement, lack of management recognition etc.

Regarding the result of the multiple regression analysis, the coefficient of multiple correlations extrinsic R and Adjusted R that is the degree of association between selected reward variables and employees' job satisfaction is 0.842. The value of the adjusted R square calculated as $(.692 \times 100 = 69.2\%)$ of variation in employees' job satisfaction is explained by pay, promotion, working condition, bonus whereas 30.8% of variance is explained by other factors.

Concerning the result of the multiple regression analysis, the coefficient of multiple correlations intrinsic R and Adjusted R that is the degree of association between selected reward variables and employees' job satisfaction is 0.798. The value of the adjusted R square calculated as $(.623 \times 100 = 62.3\%)$ of variation in employees' job satisfaction is explained by recognition, freedom, sense of achievement where as 37.7% of variance is explained by other factors. The result indicates dissatisfaction of employees. Most of the respondents answered that they were not satisfied with the current reward in the organization and it may lead them to look for a new job with better reward.

According to the study result the relationship of the independent variables (working condition and pay, bonus, recognition, work freedom sense of achievement) and employees' job satisfaction (dependent variable), it was found positive and statistically significant strong relationship between these independent and dependent variables.

In general, the study finding indicates that both extrinsic and intrinsic reward variables have effect on the employee job satisfaction. The existence of best reward practice the more employee job satisfaction and the higher the improvement of the organizations performance.

5.2. Conclusion

Based on the findings the following conclusions are made;

When it was started the study, the objective was to examine the effect of reward on employee job satisfaction. The findings of the study showed that there were positive and strong relationship between the independent and dependent variables. From the result of the study, it is

possible to conclude that both Intrinsic and Extrinsic rewards are important factors for the satisfaction of employees of Ethiopian wildlife conservation authority. According to finding, most of the respondents answered that they were not satisfied with the current reward in the organization and it may lead them to look for a new job with better reward.

According to finding EWCA has to reexamine its reward system and to modify it in order to fulfill the needs of the employees for better satisfaction and output of them. In spite of the reward scheme employed by the organization the survey result shows that employees' high dissatisfaction in the organization.

According to finding, employees are not motivated with reward administration carried out in the organization. The main reason for this is lack of employee's participation, lack of accessing opportunity for advancement, lack of management recognition etc. from this one can deduce that employees can have minimum sense of ownership over the organization and can stay working until they can get other alternative job. Most employees believe that the reward does not compensate or equitable to employees' performance result. Finally, the major findings of this research show that reward is considered important factor for job satisfaction of EWCA employees.

5.3. Recommendation

The findings of the study helped the researcher to put an important recommendation. It is clear that employment relationship has a mutual benefit for both employees and employers, that is, reward and output, here is where reward comes on practice. Since the outcome of this research proved that extrinsic and intrinsic reward is most motivating factors of this specific organization employee, the case organization suggested giving much emphasis to this reward scheme.

If the offered rewards are not competitive, it will be difficult to recruit and retain staffs since potential employees can shift where the better reward exists and existing employees tends to leave the organization seeking where the better reward is available. Therefore, based on the findings the following recommendations have been forwarded:

Employees of the organization believe that the reward provided is insufficient, not fair and equitable. To mitigate this problem, EWCA has to set clear reward policy and strategy, able to design a system of accountability for the employees who do not include within planned

activities, enable to implement the planned activities and report to top level management positions.

EWCA should create job satisfaction in the workplace by offering a positive work environment. A positive working environment shows that the organization's willingness to go the extra mile to provide employees' needs.

EWCA's practice indicates that there is inadequate and inappropriate provision of intrinsic and extrinsic rewards to employees. To improve this problem, every core and support process should establish objective criteria that avoid or minimize personal biases. And all process could include intrinsic and extrinsic rewards activities within their plans. The top management is also expected to monitor and able to evaluate the status of reward provision and its contribution to EWCA's performance on a regular basis.

EWCA is recommended to conduct constant satisfaction survey on semiannually and annually basis on the satisfaction level of employees about the reward that they are gained from the organization. Because the output enables the EWCA to adjust it to create best reward practices and works on it for those who need improvement.

The organization is recommended to train and encourage managers supervisor and to give feedbacks to their employees. Also arrangement to offer official feedback frequently must be created.

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Appendix 1: QUESTIONNAIRE

St. Mary's University School of Graduate Studies (MBA)

Questionnaire for Research entitled “The Effect of Reward on Employee Job satisfaction” in the case of Ethiopian Wildlife Conservation Authority Head Office and its branches in partial fulfillment of the requirements for the award of Degree in Master of Business Administration. The purpose of this study is purely academic and respondents are assured that whatever information is provided it will be confidential.

Instruction

- Please put right mark (✓) in front of your choice boxes that express your real opinion.
- There is no need to write your name.

I do appreciate your kind cooperation to fill this questionnaire in advance.

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PART I. Demographic Information

1. Gender: Male Female
2. Age: Below 25 Years 25 to 35 Years 36 to 45 Years above 45 Years
3. Marital Status: Single Married Divorced
4. Level of Education: Diploma First Degree Masters Degree
Above Masters Degree Other, specify_____
5. Work Experience in EWCA: 1- 5 year 5-10 years above 10 years
6. Your current position: Junior Expert senior Expert Director Other, specify_____
7. Your Current salary earnings below Birr 3,000 from Birr 3,001-5000 Birr 5,001 to 10,000 Above Birr 10,000

Part II: Question related to rewards

Please indicate whether you satisfied or dissatisfied with each statement on the spaces that specify your choice from the options that range from ‘strongly agree’ to ‘strongly disagree’. Each choice was identified by numbers ranged from 1 to 5. Note: 1- Strongly agree, 2- Agree 3- Neither agree nor disagree, 4- Disagreed and 5- Strongly disagree

Item No.	Description	Level of satisfaction				
		Strongly agree (1)	Agree (2)	Neither agree nor disagree (3)	Disagree(4)	Strongly disagree (5)
Pay						
1	My pay is based on the amount of work I do					
2	Higher salary and pay increase performance					
3	My annual salary raise (increment) is satisfactory					
4	The amount of pay that I receive is competitive with similar jobs in the industry					
Promotion						
5	The Way promotion is given at EWCA is job performance based					
6	EWCA is giving priority for merit in promotion decision					
7	The opportunity for advancement on this job is interesting					
8	The EWCA has a written promotion policy					
9	All employees get a fair chance of being promoted					

		1	2	3	4	5
Bonus						
10	I receive bonus with respect to my effort					
11	I am satisfied with the bonus that the EWCA provides					
Working condition						
12	The Physical surroundings where I work are secured					
13	I am happy because I'm working in a well furnished clean office					
14	The EWCA has guaranteed job security to its employee					
15	I receive Adequate resource on my work place					
Recognition						
16	I get credit for my work that I do					
17	I receive adequate recognition for doing my job well					
18	Employee gets feedback and recognition from their supervisors					
Work freedom						
19	I have the chance to work alone on my job					
20	I have freedom to use my own judgment					

21	EWCA let Employee participating on decision making that concern them					
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Item No.	Description	Level of satisfaction				
		Strongly agree (1)	Agree (2)	Neither agree nor disagree (3)	Disagree (4)	Strongly disagree (5)
Sense of achievement						
22	I am able to see the results of the work I do.					
23	I have a good feeling of accomplishment of the job I do					
24	I have the chance to do things for other people					
25	I have the chance to tell people what to do					
Job satisfaction						
26	The organization reward policies and procedures are put in to practice					
27	My organization treat its employee in equitable manner					
28	I'm working according to my qualification and skill					

29	My organization value good performance than seniority, status, loyalty					
30	Overall I'm satisfied with my current job					

Appendix 2: Interview

1. Have you considered employee participation during the design of reward practice?
2. Have you conducted a survey with your organization employee about their feeling or attitude toward reward practice and how significant for them, If you do how often?
3. Kindly list all extrinsic and intrinsic rewards your organization currently made available for the employee?
4. Is the above mentioned rewards practices available for each employee in your organization?
5. How does your organization determine salary, bonus, pay raise?
6. Does the employee aware about reward packages?
7. Can you say that the reward assignment is fair and equitable?
8. How does the reward in your organization affecting your employee motivation level?
9. What form of intrinsic reward systems do you use in EWCA?
10. What form of extrinsic reward systems do you use in EWCA?

Appendix 3: statistics

	N	Statistics Mean	Std. Deviation
my pay is based on the amount of work	288	3.9271	1.01121
higher salary and pay increase performance	288	2.4340	1.08962
my annual salary raise is satisfactory	288	3.9722	.70285
the amount of pay that i received is competitive with similarly job in industry	288	3.8924	.94383
the way promotion is given at EWCA is job	288	3.7361	1.02571
EWCA is giving priority for merit in promotion	288	3.3715	1.01769
the opportunity for advancement on this job is interesting	288	3.3264	.97944
the EWCA has a written promotion policy	288	3.1146	1.01765
all employees get a fair chance of being promoted	288	3.4896	1.05588
I receive bonus with respect to my effort	288	4.2986	.80573
I am satisfied with the bonus that the EWCA provide	288	4.2535	.80611

the physical surrounding where i work are secured	288	3.4132	1.17736
I am happy because I am working in a well furnished clean office	288	2.7847	1.13336
the EWCA has guaranteed job security to its employee	288	3.7396	.83367
i receive adequate resource on my work place	288	3.3889	1.01632
I get credit for work that I do	288	3.3438	1.21398
I receive adequate recognition for doing my job well	288	3.2882	1.13094
Employee gets feedback and recognition from their supervisors	288	3.2708	.97508
I have the chance to work alone on my job	288	2.5729	.99907
I have freedom to use my own judgment	288	2.9653	1.17116
EWCA let employee participating on decision making that concern them	288	3.2396	1.21900
I am able to see the results of the work i do	288	2.5764	1.09213
I have a good feeling of accomplishment of the job i do	288	2.3438	.84509
I have the chance to do things for other people	288	2.5313	.91010
I have the chance to tell people what to do	288	2.4757	.96963

The organization reward policy & procedures are put in to practice	288	3.6319	1.06084
My organization treat its employee in equitable manner	288	3.4861	1.06569
I am working according to my qualification and skill	288	2.9306	1.49402
My organization value good performance than seniority, status, loyalty	288	3.4444	1.11860
Overall I am satisfied with my current job	288	3.1181	1.46026
Valid N (listwise)	288		