



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

**THE EFFECT OF REWARD MANAGEMENT PRACTICE ON
EMPLOYEE MOTIVATION: THE CASE OF HYBRID DESIGNS
PLC**

**By
Arsema Mulugeta**

July, 2023
ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF
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DECLARATION

I Arsema Mulugeta, do hereby declare that this Thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of a degree in any other university/institution.

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This Thesis has been submitted for examination with my approval as college supervisor.

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Arsema Mulugeta

LIST OF ACRONYMS

ANOVA: Analysis of Variance

CEO: Chief Executive Officer

HR: Human Resources

HRM: Human Resources Management

SD: Standard Deviation

IMP: Employee motivation

AWR: Payment

RA: Promotion

C: Recognition

CX: Benefits

PR: Content

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ABSTRACT

The purpose of this study is to investigate and analyze how successfully Hybrid Designs PLC's present reward methods contribute to employee's motivation. Its goal is to determine which components of the reward system work well and which aspects should be enhanced and improved in order to boost employee motivation and satisfaction. The main objective of this study is to assess the impact of rewards on the motivational level of employees on Hybrid Designs PLC's and identify the most effective ones. The specific objectives of the study was; To investigate the effect of payment, employee work contentedness, employee benefits, employee promotion and employee recognition on employee motivation in Hybrid Designs PLC. The thesis used an explanatory research design because it enabled to test a hypothesis about the causal relationship between reward and employee motivation. Quantitative research approach was employed in this study because it was the best way to answer the research question and to analyze the data. The target population of this study consists of 450 employees working in Hybrid Designs PLC. In this research, Stratified sampling technique was used where the population elements are selected in the sample based on the ease of access or respondents was selected because they happened to be at the right place at the right time. Accordingly, for a population of 450, the required sample size was 207. The study shows that predictor variables consisted 63.4 of adjusted R square which indicates 63.9% of Employee motivation was explained by the variation of the five predictor variables. In conclusion, the findings indicate that at Hybrid Designs PLC, each of the five Reward Components has a direct and positive relationship to the amount of motivation shown by employees (at the 0.01 level). The study recommends that, the management of hybrid designs plc needs to place a greater emphasis on and pay the appropriate amount of attention to all total rewards in order to increase the level of employee motivation.

Key words: Benefits, Content, Motivation, Payment, Promotion, Recognition, Reward

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

It is impossible to exaggerate the importance of a company's human resources, despite the rapid development of technology over the last several decades, which has had an impact on every sector of the economy, including human resources. According to Armstrong (2006), the people working inside an organization are the most valuable asset that it has, and the success of a company is directly proportional to the quality of its workforce. The caliber of an organization's workforce is the primary factor that determines whether or not the business was successful. If an organization does not depend on the contributions made by its personnel, it will not be able to develop or expand. The rapid development of technology in recent decades has had an impact on every sector of the economy, including human resources. However, the importance of a company's human resources cannot be overstated. The people working inside an organization are its most valuable asset, and the success of a company is directly proportional to the quality of its workforce.

To get the most out of their workforce, businesses need to give a number of incentives to their workers in order to maintain their interest in, and concentration on, their task. (2003) argued that a company must compensate its employees because, in exchange, the company requires competent personnel who agree to give a high level of performance and devotion to the success of the company. In other words, in order for a company to be successful, it must have successful employees. It is essential to acknowledge the contributions made by members of your team in order to get the best performance out of them. According to Dosenovi (2016), rewards are one of the most crucial components of modern businesses since they stimulate individuals to work more and reward them for their accomplishments. In order to get the most out of their workforce, businesses need to give a number of incentives to their workers in order to maintain their interest in, and concentration on, their task. Rewards are one of the most crucial components of modern businesses because they stimulate individuals to work more and reward them for their accomplishments.

The term "reward management" refers to the set of strategies, policies, and procedures that are designed to ensure that the contributions made by workers are recognized in a manner that is both

monetary and non-monetary. It is necessary to create, execute, and continuously manage the incentive system in order to meet the requirements of the organization as well as the demands of its stakeholders. To put it into perspective, Armstrong (2007). According to Tyson and York, the first step is to construct incentive systems that are sensitive to relativities and that accurately represent the management philosophy and organizational strategy that have been accepted by the firm (2000). According to Lawler, in order to design an incentive program that is successful, several considerations need to be kept in mind (2003). In order to be effective, rewards need to be fair and meaningful. This means that they need to be seen as fair by the employees, and they need to be aligned with the employees' goals and ambitions. Rewards should not just be given for completing a task, but they should also be given for meeting certain criteria that are meaningful to the employee.

People need to be driven to perform in order for it to be able to provide genuinely acceptable and valued rewards. This may be accomplished by offering a clear line of sight, the capacity to alter one's own performance, and delivering on the promise of incentives. According to the findings of a research conducted by Lawler (2003), businesses should consider offering proper incentives to their employees whenever they are in a position to do so. It is of the utmost importance that the doling out of rewards be seen as fair and even-handed. The members of an organization have a responsibility to be aware of any link or contingency that exists between the job they do and their pay. As a consequence of this, the members of an organization as a whole need to acknowledge and value the organization's awards.

Instead, then just being rewarded for completing a task, an individual's performance should be evaluated according to how well they satisfy certain criteria. It ought to be meaningful and beneficial for the person in question, taking into consideration their goals and ambitions. Employees are not paid differently according on how well they compete with one another or how successfully they satisfy the demands of the task they are doing. In order for a reward system to have a positive influence on behavior, it is essential that it be effectively implemented. Both of their names are Rahim and Daud (2012).

The research that Berman, Bowman, and Jonathan (2010) have done on how to motivate employees is very important if the purpose of human resource management is to develop methods for optimizing the use of an organization's human resources. When we speak about motivation, we

are referring to the urge or the energy that compels people to take action in the direction of achieving a certain goal. People who are driven to work do so with a feeling of vitality, enthusiasm, and a readiness to attempt new things. When people are motivated, they work. To the three of you, Jonathan, Berman, and Bowman (2010). According to Jehanzeb et al research's employees who lack motivation are less productive and require more supervision to complete even a basic amount of work and overcome a minor challenge.

Employees who have high levels of motivation are a synergy that helps the organization achieve its goals, business strategy, high proficiency growth, and performance (2010). Motivated employees are more productive and require less supervision. They are also more likely to be innovative and to help the organization achieve its goals. Therefore, it is important for businesses to create a motivating work environment. The human resources of a company are its most valuable asset. In order to be successful, businesses need to attract and retain talented employees. This can be done by providing competitive salaries and benefits, as well as a motivating work environment.

1.2. Background of the Company

In the year 2014, Hybrid Designs PLC entered the RIDE hailing business. Samrawit Fikru, the founder and CEO of RIDE in Ethiopia, is the innovator of the business idea and changed her idea into reality. By regularly providing the highest quality service, this firm is constantly excited to make Addis Ababa alive and exciting for visitors, local residents and business owners. Individual passengers and business owners commonly commend RIDE's strong trip reporting and finance-consolidation tools, which aid in the effective management of recurring budgets in real time.

Complete accountability and transparency are the company's core values, and they have earned the trust of business partners and clients all around the city. The RIDE hailing and booking service includes a call center that receives car requests over the phone (8294), passenger apps (Ride Passenger), and a web-based booking platform that serves customers 24 hours a day, seven days a week, including holidays. RIDE's driver and passenger apps are designed to calculate RIDE rates accurately and offer real-time process data to all stakeholders

1.3. Statement of the Problem

This study tries to examine the extent to which reward management affects employee motivation. It tries to deeply see the degree to which a business having well-designed employee motivating

mechanisms will perform effectively; while if there is no incentive mechanism, the degree to which employees was dissatisfied will have a negative impact on the company's performance, profitability, customer retention, and survival. A study shows the fact that properly designed motivational reward structure is management's most powerful tool for mobilizing organizational commitment to successful strategy execution and productivity (Thompson et al. (2005) (as cited in Martha H. and Herbert K. (2013).

Reward Systems are a critical part of any organization's design. How well they fit with the rest of the systems in an organization has an important impact on how effective the organization is and on the quality of life that people experience in the organization (Edward E., and Lawler I., (1993). "Reward is the benefits that arise from performing a task, rendering a service or discharging a responsibility." (Colin Pitts, 1995, P 11 (as cited in Carolina M., 2010, P 16).

Employment is a direct or indirect agreement between the employer and the employee where by the employee to perform in person the work specified in his contract of employment and on the other hand any employers, in addition to special stipulations in the contract of employment, have different obligations like to provide work, to provide him with materials and implements necessary for the performance of the work, to pay the worker wages etc. Therefore, both parties are left with no uncertainty as to their respective rights and obligations. Among the many rights of employees mentioned earlier is the right to be rewarded for any of the obligations they discharge move toward second to none as their lives comprehensively lies on pay they receive from employers which is one of the component of extrinsic rewards and believed to be the most influential factor by many (Ethiopian Labor Law, 2004, P 5). Failure to understand these obligations on the part of the employer and employees are key factor that leads to the non-smooth business function

Hybrid Designs PLC is a business that provides service to clients (drivers and users), with the majority of employees having direct customer contact at the front desk. During the preceding few years, in Hybrid Designs PLC. Initial consultation of the management personnel by this study researcher showed that, lack of motivation is observed. (Hybrid Designs PLC, 2023).

In every organization employee's reward and recognition programs are observed basically to motivate the employees and to get the best out of them. Service providers in organization are not an exception to that. But what has been disappointing is that existing reward and recognition

programs appear not to be successful. This had made various managements taking steps toward developing new recognition system over the years.

In organization employees are very important. They can be a resource or they can be a burden. employees can be of great advantage for some organizations if they are adequately motivated through reward and recognition. However, implementing this, the management must assess the perception, attitude and thinking of the employees of the organization to avoid a mismatch.

Organizations often express their concerns that they are not getting the right person for the right position. On the other hand, employees say that organizations are failing to attract and maintain promising employees - a deviation in between organizational and individual expectations. Current research will try to find out this gap by investigating the effectiveness of reward system as a motivator of employees.

As a result, it believed that this trend will have a negative impact on workers' output delivery, and the company's overall service delivery performance. This in turn will also have negative impact on customers satisfaction. In the final analysis all this together will affect the overall business goal, which this research will try to investigate. The purpose of this study is to investigate and analyze how successfully Hybrid Designs PLC's present reward methods contribute to employee's motivation. Its goal is to determine which components of the reward system work well and which aspects should be enhanced and improved in order to boost employee motivation and satisfaction.

1.4. Research Questions

The following research questions was addressed in this study:

1. What is the impact of payment on employee motivation in Hybrid Designs PLC?
2. What is the effect of work contentedness on employee motivation in Hybrid Designs PLC?
3. What is the effect of employee benefits management on employee motivation in Hybrid Designs PLC?
4. What is the effect of employee recognition on employee motivation in Hybrid Designs PLC?
5. What is the effect of employee promotion on employee motivation in Hybrid Designs PLC?

1.5. Objective of the Study

The main objective of this study is to assess the impact of rewards on the motivational level of employees on Hybrid Designs PLC's and identify the most effective ones.

1.5.1. Specific Objective

The specific objectives of this thesis work are:

1. To investigate the effect of payment on employee motivation in Hybrid Designs PLC
2. To examine the effect of employee work contentedness on employee motivation in Hybrid Designs PLC
3. To investigate the effect of employee benefits on employee motivation in Hybrid Designs PLC
4. To examine the effect of employee promotion on employee motivation in the Hybrid Designs PLC.
5. To assess the effect of employee recognition on employee motivation in Hybrid Designs PLC

1.6. Significance of the Study

The study of the impact of reward on motivation at Hybrid Designs PLC will have significant implications for scholars, the company, and policymakers. By providing insights into how reward can impact employee motivation, the study will also help to improve the way that organizations motivate their employees and the way that policymakers promote economic growth.

For scholars: The study will provide valuable insights into how reward can impact employee motivation. This will help scholars to develop new theories of motivation and to design more effective reward systems. The study will also help scholars to understand the different types of rewards that motivate employees, the factors that influence the impact of reward on motivation, and the ways in which reward can be used to improve employee performance.

For the company: The study will help the company to understand how to motivate its employees more effectively. This will lead to increased productivity, improved morale, and a more positive workplace environment. The study will also help Hybrid Designs PLC to identify the types of rewards that are most effective for its employees, to design a reward system that is aligned with its business goals, and to measure the impact of its reward system on employee motivation and performance.

For policymakers: The study will provide insights into how reward can impact the economy as a whole. This will help policymakers to design policies that promote economic growth and job

creation. The study will help policymakers to understand the role of reward in the economy, to identify the factors that influence the impact of reward on economic growth, and to design policies that promote economic growth and job creation.

1.7. Scope of the Study

Headquarter of Hybrid Designs PLC in Addis Ababa is selected and used as a test site for the purpose of this research. Employees in every department of the organization was the primary focus/ target population of this study. Three sites have been chosen to be studied during the research period where it's believed to have high employee traffic. Meskel Flower (call-center), Bole (Driver support office and call center), and Welosefer (Training Center) are the three areas where questionnaires was delivered, and data was collected. Even though, as it is well known that Hybrid Designs PLC covers all regions of Addis Ababa; due to time and financial constraints the study will only consider these areas in Addis Ababa.

The variables under this study was limited to the effect of employee reward management on motivation of employees in Hybrid Designs PLC. This study did not assess the impact of other motivational determinants other than reward management other aspects of the brand such as skill variety, task significance and feedback. This study employed a quantitative methodology. A well-designed, structured questionnaire was provided to employees of the organization, who was selected on a purposeful sample basis for their convenience in achieving the study's objectives.

1.8. Limitation of the Study

The Hawthorne Effect: This is a phenomenon in which people change their behavior in response to being studied. This means that employees at Hybrid Designs PLC were more motivated than usual during the study, simply because they were aware that they are being studied.

The use of self-report measures: the study on the impact of reward on motivation rely on self-report measures, such as surveys. However, these measures were subjective and may not accurately reflect employees' true motivations.

The difficulty of controlling for other factors: There are many other factors that can affect employee motivation, such as job satisfaction, work-life balance, and company culture. It was difficult to control for these factors in a study, which made it difficult to isolate the impact of reward.

The timing of the study. The impact of reward on motivation vary depending on the timing of the study. This study was conducted during a time of economic uncertainty which find that rewards have a greater impact on motivation than other studies that were conducted during a time of economic growth.

1.9. Definition of Terms

Promotion: Promotion involves a change in job status, title, and increased salary, along with higher levels of task complexity and responsibility (Ng & Feldman, 2008, p. 415).

Work Contentedness: Work contentedness refers to the favored feelings of employees toward their work and encompasses the degree to which individuals like or dislike their jobs (Hansen & Deitz, 2005, p. 13).

Employee Benefit: Employee benefits refer to indirect compensation in addition to salaries, like medical coverage and paid time off (Nankervis et al., 2014, p. 412).

Employee Recognition: Employee recognition is a formal or informal acknowledgment of a person's good work performance that supports and reinforces desirable outcomes (Ogbonna & Harris, 2000, p. 82).

Payment: Payment refers to the forms of direct compensation received through wages and salaries, bonuses, and other financial incentives such as commissions (Cummings & Worley, 2014, p. 284).

1.10. Organization of Study

The research paper is organized into five chapters. Chapter one contains background of the study, statement of the problem, research questions and hypothesis, research objectives, significance of the study, limitation of the study, definition of terms. Chapter two provides literature review about the study area which is reward and motivation. Chapter three presents the Methodology which use in the research and this include research approach and design, population and sample size, methods of data analysis. Chapter four discusses about data analysis and results. Finally, chapter five comprises about the conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Review

2.1.1. The Concept of Reward

Reward is the compensation which an employee receives from an organization for exchanging for the service offered by the employee or as the return for work done (Lin, 2007). It also refers to the collection of brain structures that try to control and regulate behavior by inducing pleasure (Ajila and Abiola, 2004). Human resource can be rewarded and optimally utilized through rewarding it using different techniques of significance importance.

Furthermore, Pitts, (2011) stated that reward is the benefits that arise from performing a task, rendering a service or discharging a responsibility. Pitts, (2011) also specified that pay is the most significant and motivating benefit that is received in return for performing a task or service .It is pay that motivates individuals to go out and seek work. Pay is also one of the few ways to set a mutually acceptance common value to the individual work contribution. Pay also can be a powerful de-motivator, if employees are not satisfied with the reward package, it will be hard for the company to recruit and retain good individuals.

Similarly, Torrington (2009) emphasized that advocates of the expectancy theory believe that employees will change their behavior by working harder to prioritizing their actions if they know that by doing so they will be rewarded with something of value to them. Hence, incentives are a great way to reward effort and behaviors which the organizations wish to encourage. If the incentive is paid in return for behavior that contribution to the organizations goals, it will in the long run enhance organizational effectiveness and productivity and hence generates a positive outcome for both employer and employee. Pitts, (2011) underlined that the principle reward for performing work is pay, many employees however offer also reward packages of which wages and salaries are only a part of. The packages typically include: bonuses, pension schemes, health insurance, allocated cars, beneficial loans, subsidized meals, profit sharing, share options and much more. The term reward is not only referring to compensating people for their time at work

but also aiming more on improving the performance of the individuals as well as that of the organization.

2.1.2. Reward Objectives

Different writers present varying purpose of reward management. But, the purpose of reward management includes attracting and retaining good employee, reducing absenteeism, motivating enhanced performance, developing employee skills, facilitating organizational culture and strategic objectives, and defining and reinforcing organizational structure. Among these, the idea of having or attracting and retaining good employee worth further enlightenment as many of the competitive advantage of firms in today's dynamic business environment lies more on having good pool of human resources than technology, good system in place and other production tools(Rose, 2014).

The main purpose of reward is to attract the right people and provide interest to motivate by some types of rewards, so that employees are dedicated to maintain high level of performances. Other purpose of reward is acknowledging individuals for their contribution and performances moreover should foster loyalty and pride in so that employee want to stay and strive to do their best (Rose, 2014).

Develop a positive employment relationship and psychological contract, and align reward practices with both business goals and employee values. Further, it helps to operate fairly apply equitably, function consistently and operate transparently (Armstrong, 2006).

Reward management is based on a well-articulated philosophy a set of beliefs and guiding principles that are consistent with the values of the organization and help to enact them. These include beliefs in the need to achieve fairness, equity, consistency and transparency in operating the reward system. The philosophy recognizes that if human resource is about investing in human capital from which a reasonable return is required, then it is proper to reward people differentially according to their contribution (Armstrong, 2006).

2.1.3. Types of Rewards

By definition, incentives are an external persuading factor that encourages the motive which positively directs the individual into working harder, matching the required performance in the institution, as to get the incentive. Incentives are also defined both as methods used by institutions

to encourage employees to work with high spirits and also as concrete and moral methods of satisfying the individuals' moral and material desires. Palmer (2012) defines incentives as the external temptations and encouraging factors that lead the individual to work harder; they are given due to the individual's excellent performance since he will work harder and produce more effectively when he feels satisfied in the institution. In addition to this, incentives can also be defined as the consideration of the excellent performance, assuming that the salary is enough to make the worker appreciate the value of the job that also satisfies his basic needs in life (Palmer, 2012).

There are several types of reward systems that organizations can use. According to McCormick and Tiffin (1979), the system of rewards can be classified as intrinsic or extrinsic. Intrinsic reward system is those that are inherent in the job and which the individual enjoys as a result of successfully completing the task or attaining his goals. On the other hand extrinsic reward comes from external and it is tangible in order to appreciate the task performed by employee. In addition, according to John (2005), reward is broadly categorized by two: non-financial (intrinsic or intangible) rewards and financial (extrinsic or tangible) rewards. Financial and nonfinancial reward systems have a strong influence over the employee and enhance job satisfaction

Extrinsic rewards are external to the task of the job, including pay, work condition, fringe benefits, security, and promotion, contract of service, salary, incentives, bonuses, payments and job security the work environment and conditions of work (Badrinarayan and Tilekar, 2011). Thus, there is a need for an organization such as commercial banking to determine the reward system to offer at the organizational level rather than the individual managers.

2.1.3.1. Financial Rewards

Financial rewards are those that will enhance the employees financial well-being directly e.g. bonus, increase in wages and profit sharing schemes i.e. are pay bonuses, fringe benefits, transportation facility, medical facility, health and life insurance and benefits like vacation with pay meal facilities (Chelladurai, 2009).

Incentives and rewards in the world are regarded to positively affect Financial employees' commitment or loyalty. Employees stay in an organization because the costs for leaving the organization are higher than benefits to be a part of the organization (Saleem, 2011). Financial incentives and rewards make continuation of the employment relationship because they create the

basis for high levels of commitment and employee motivation. Firms must develop strategies that include financial incentives and rewards for example promotion, bonus, profit sharing or gain sharing and employees stock ownership (Reese, 2018). Employees want their performance be appreciated by offering them appropriate rewards and benefit package as an effective way not only to achieve their organizational goals but also their continuation of relationship with talented employees (ibid).

Pay: is a payment system that employee view as being fair and proportionate with their skills and expectation is called pay. Employees are offered a financial reward for their services called pay which is a foremost stipulation in human resource management. Pay must be closely linked to the performance according to high achievers. Employees who do their best want reasonable pay that satisfies their needs. An equitable pay makes them feel appreciated. Money is ranked at the top for creating motivation because people require money to fulfill the basic necessities of life so it motivates the employees more than any other incentive (Sara L. Rynes, 2009). Others believe that money is influential for fulfilling their non-monetary needs such as authority, rank and belongingness with preferred groups. It is believed that people who have more money are more powerful in society as compared to those who have lesser money. So it is easier for them to have things their way. That's why money is often viewed as a sign of personal triumph and accomplishment (Scott A. Snell, 2014).

Bonuses: When employees reach certain standards and quotas to complete a certain project, they are given bonuses.

Fringe Benefit: A benefit that workforce is given with their job in addition to pay are called fringe benefits. The employee motivation is influenced by the availability of fringe benefits. The provision of fringe benefits will create an optimistic, motivating work environment and increases output and sales. The motivated workforce will lead to organizational excellence, prosperity, excellent quality and cost control.

Transport Allowance: The problems of the working force and retirement and their mental stress is increasing due to the inefficient transport system. Public transport is costly, scarcely available and unpleasant. Government is still unable provide adequate transport facilities to the commuters even in the major cities of the country. Environment and lack of infrastructure provision decreases labor force participation. So, there is a greater need to provide employees with more suitable

transportation options. The availability of official enhancing employee satisfaction and accomplishing transport facility for employees who were living far from their workplace and were making their own transport and arrangements would reduce their financial burden and abilities of employees. Organizations should provide convenience effective role in motivating the employee by organizing to their staff because it will be very helpful in motivating the tasks in a way that are interesting and challenging at the employees.

Medical Facility: When medical and surgical expenses of the employee are paid by the insurer, it is said to be health insurance. It is a source of motivation and attracting the competent employees because health cost schedules, has increased over the time and health insurance decreases the financial burden of the employee and increases its motivation and commitment. The insured is determining either remunerated for the expenses of the illness or the health care provider is given the money by health insurance. It provides coverage for the stays in hospitals, visits and medical expense.

2.1.3.2. Non-Financial Rewards

Armstrong, (2007) identifies that non-financial rewards focus on the needs most people have and they include the need for promotion, recognition, job security and working condition.

- 1- Promotion:** Koch and Nafziger, (2012) specified that promotions are desirable for most employees, only because they work harder to compensate for their incompetence. As a result, promotion at regular interval of time has an optimistic approach behind and they are generally given to satisfy the psychological requirements of employees in the organization.
- 2- Recognition:** According to Candi, (2013), a growing recognition of the opportunities of innovation is through experience staging. Recognition enhances the level of productivity and performance at job whether it is a first time performance or a repeated action at the job in a progressive way and ultimately reinforces the behavior of employee.
- 3- Working Conditions:** Jung and Kim, (2012) stated that good work environment and good work conditions can increase employee job satisfaction and an employee organizational commitment. So the employees will try to give their best which can increase the employee work performance. Similarly, Cheng, (2013) concluded that there were evidences of moderating effects of age on the associations between psychosocial work conditions and

health. Ruddy, (2007) Working conditions is defined by criteria like physical effort, working environment, sensory attention & physical risks.

2.1.4. Theories of reward

2.1.4.1. Valence–instrumentality–expectancy theory

Victor Vroom (1964) was the first to develop an expectancy theory with direct application to work settings, which was later expanded and refined by Porter and Lawler (1968) and others (Pinder, 1987). The expectancy theory has three key elements: expectancy, instrumentality, and valence (Vroom, 1964). A person is motivated to the degree that he or she believes that (a) effort will lead to acceptable performance (expectancy), (b) performance will be rewarded (instrumentality), and the value of the rewards is highly positive (valence). Expectancy is a person's estimate of the probability that job-related effort will result in a given level of performance. Generally, estimates of expectancy by employees lie between two extremes. Expectancy, ranging from 0 to 1, is based on probabilities. If an employee sees no chance that effort will lead to the desired performance level, the expectancy is 0. On the other hand, if the employee is completely certain that the task will be completed, the expectancy has value 1. Instrumentality is an individual's estimate of the probability that a given level of achieved task performance will lead to various work outcomes. Valence is the strength of an employee's preference for a particular reward. Theoretically, a reward has a valence because it is related to an employee's needs. Valence provides a link to the need theories of motivation.

2.1.4.2. Herzberg's theory

According to Herzberg (1950) the relationship of people to their work is a basic one and that their attitude towards their work can very well determine the performance. He states that intrinsic factors such as achievement, recognition, responsibility and advancements while extrinsic factors such as supervision, working conditions, interpersonal relations company policy and administration may lead to poor employee performance. Herzberg states that motivating employees like achievement, recognition, responsibility and advancement are the characteristics that people find intrinsically rewarded. In Herzberg's original study, he identified six Motivator factors that are determined intrinsically by the employee. They include recognition, achievement, possibility of growth, advancement, responsibility, and the work itself.

Motivators are referred to as “job content” due to the intrinsic nature of what is gained from Motivators (Herzberg, Mausner, & Snyderman, 1959; Maidani, 1991). Hygiene factors are determined by the extrinsic factors of an employee’s job. There are ten Hygiene factors that were identified by Herzberg in his original study. They include salary, interpersonal relations supervisor, interpersonal relations subordinate, interpersonal relations peers, supervision technical, company policy and administration, working conditions, factors in personal life, status, and job security (Herzberg, Mausner, & Snyderman, 1959).

2.1.5. Motivation

In an organization, motivation is a source of creativity and productivity since it is a strong force that drives a person to achieve a certain objective. When a person at work in an organization is motivated, he or she is compelled or urged by the complex of forces that inspire him or her to use his or her potential for the benefit of the organization's goals, and he or she performs satisfactorily as a result. Singh (2005), whereas Armstrong (2009), define a motive as a reason for doing something, which differs from the definition of a motivation given by Armstrong (2009). Behavior and the variables that motivate individuals to act in a specific manner are the subject of motivation. Individuals' goals, the ways in which they choose their goals, and the ways in which others try to influence their behavior all fall under the umbrella term "motivation."

It's all about understanding what motivates people at work and how they can be satisfied to maintain a high level of morale. creating a need and a desire in a worker to improve their current performance. Singh, N. (2003). (2005), The difference between someone who is highly motivated and someone who isn't is that the highly motivated person puts in the effort and the uninspired person doesn't. That's what a manager who leads via motivation achieves. Schermerhorn (no relation) (2011). What drives employees differs from person to person. According to Sleiman and Davit (2015), some employees prefer to receive intrinsic rewards, while others prefer extrinsic rewards.

There are two ways in which employees can be motivated at work. By looking for and finding work that fulfills their needs or at the very least gives them the hope that their goals was met, people can motivate themselves. To begin with, management has a variety of tools at their disposal to entice employees to work hard and achieve their goals. On the other hand, Armstrong (2006).

Motivation theory aims to shed light on why individuals put up so much effort and strive for success at work. The following diagram illustrates the motivational process:



Figure 1. Model of Motivation
Source: Armstrong (2005)

In this paradigm, motivation is sparked by a person's awareness of unmet desires. With these necessities come wants, which are the hankerings for material goods. Once these requirements have been identified, goals are set and a behavioral route is developed that it is hoped would help meet them. It is probable that the conduct was replicated in the future when a comparable necessity arises. It is less probable that the same activity was repeated if the aim isn't met. It was Armstrong who coined the phrase (2005).

2.1.6. Motivation Theory

Employee motivation is a critical issue for any business. Motivating workers is critical from a business standpoint since it may encourage top performers to remain with the company. Additionally, the personnel may increase their entire job abilities and be more engaged to perform at a greater level via a higher degree of motivation. the firm of Alvesson and Sveinsson (2008)

2.1.6.1. Maslow's hierarchy of Need theory

Human needs are prioritized according to their significance. There are five stages in the hierarchy, starting with the most basic physiological demands, moving up through the categories of safety, social acceptance, self-esteem, and finally culminating in the ultimate goal of self-actualization.

According to Maslow's model of motivation, people are constantly in need. When he/she accomplishes a goal, he/she is inspired to go up the ranks. In Maslow's motivational theory, the individual's focus shifts to fulfilling the next greatest need after the lower need is met. On the other hand, Armstrong (2006).

2.1.6.2. Herzberg's Two-Factor Theory

Herzberg's two-factor hypothesis is often discussed in the literature on motivation. According to this notion, there are two types of employees: those who are satisfied with their jobs and those who are not. In order to improve employee motivation, the dissatisfiers are only able to ensure that the workers of the firm remain unsatisfied. Some examples of dissatisfiers are high salaries or incentives that workers get. This is a list of conditions that must be met in order for workers to feel comfortable. However, the employee will not be satisfied by these reasons. On the other hand, the satisfiers, such as personal growth, increasing responsibility, and the actual job duties itself, might please the workers.

There is a (Alvesson & Sveinsson, 2008) Herzberg argues that workers' perceptions of their job activities and the outcomes they produce should be prioritized. The business should focus more on the intrinsic motivating factors of employee growth and advancement, such as being recognized for a job well done or receiving a promotion. (Robbins and colleagues, 2010)

2.1.6.3. Goal-Setting Theory

In the words of Locke and Latham (2002), the four fundamental processes of goal attainment are: Objectives serve as a unique directive function, allowing the employee to concentrate more on goal-oriented tasks rather than those that are not directly related to their goals. Employees may be aligned with the organization's overall objectives using this method, which is available when well-designed goals are being implemented. The second argument made by Locke and Latham is that setting objectives encourages workers to exert more effort and serves as a kind of motivation. The workers would put in more effort if the company established more challenging targets, which

require less effort from the employees. Third, objectives provide workers a reason to stick with a task until they achieve it, which means that employees who are in charge of their own time put in more effort to do so. Finally, according to the authors, these aims are to encourage workers to apply their collective knowledge and skills to complete the job at hand.

2.2. Empirical Review

2.2.1. International Empirical Review

Reward management is a critical aspect of human resource management that has been extensively studied for its impact on employee performance. Numerous studies have been conducted in different countries and industries to understand the relationship between rewards and employee performance. This review presents a global empirical review of the effect of reward management on employee performance.

One of the main findings from various studies is that rewards directly impact employees' motivation and, as a result, their performance. Olaniyan and Ojo (2013) found that perceived fairness and justice in reward management positively affected employee performance in Nigerian banks. Similarly, Agarwal and Feils (2018) conducted a study on Indian IT companies and found that performance-based rewards had a significant and positive effect on employee performance.

However, some researchers have argued that the impact of rewards on employee performance is not straightforward. Wendt and Euwema (2015) conducted a cross-cultural study in six European countries and found that reward management practices alone only have a weak relationship with employee performance. Instead, they found that organizational culture and supportive leadership played a more significant role in shaping employee performance.

Moreover, some researchers have also highlighted the importance of aligning rewards with the broader organizational goals. In a study of Pakistani manufacturing firms, Khan et al. (2019) found that strategic alignment of rewards was positively related to employee performance.

According to numerous global empirical reviews, there is a positive relationship between reward management and employee performance. For example, Huang, Law, and Guo (2013) conducted a meta-analysis of 133 studies involving over 200,000 employees and found that the use of incentives positively relates to employee performance, motivation, and job satisfaction.

Similarly, a survey conducted by Armstrong and Murlis (2013) of 288 organizations worldwide indicated a strong relationship between reward management and employee motivation, satisfaction, and engagement. They found that effective reward management systems fostered employee commitment to the organization, increased productivity, and reduced employee turnover.

Additionally, Haroon and Javed (2018) conducted an empirical study in Pakistan that revealed a positive correlation between reward management and employee performance. They found that effective reward systems that are fair and transparent motivate employees to work hard towards achieving organizational goals.

Furthermore, a study conducted by Bressler and Vodanovich (2011) reviewed existing literature on reward management and confirmed that providing employees with non-financial incentives such as recognition and opportunities for career development positively impacts employee performance and job satisfaction.

In conclusion, these global empirical reviews suggest that there is a strong positive relationship between reward management and employee performance. Effective reward systems that are fair, transparent, and strategic can motivate employees towards achieving organizational goals, leading to increased productivity and reduced employee turnover.

The evidence from the global empirical review suggests that reward management is a critical factor in shaping employee performance. However, the effectiveness of reward management practices is influenced by various factors, such as organizational culture, leadership support, and the alignment of rewards with organizational goals.

2.2.2. African Empirical Review

Studies have found that reward management can have a significant impact on employee performance in different contexts. For instance, a study conducted by Mudor and Tooksoon (2014) in Ghana found that high-performing organizations had a reward management system that combined financial and non-financial incentives and linked individual performance to organizational goals. The study recommended that organizations should implement an effective reward system to ensure employee engagement, commitment, and high performance.

Furthermore, it is essential to establish a fair and equitable reward management system. Employees must perceive the reward system as fair, transparent, and just. A fair reward system helps in building trust and enhancing employee engagement and commitment to organizational goals. The study conducted by Olaniyan and Ojo (2013) in Nigerian banks found that the perceived fairness of reward systems positively affected employee performance.

Moreover, the strategic alignment of reward management practices with the organizational goals and objectives is critical to the success of the reward system's impact on employee performance. A study by Dogarawa and Aminu (2013) in Nigerian universities found that aligning rewards with the strategic goals of the university enhances employee performance.

Several studies conducted in Africa suggest a positive relationship between reward management and employee performance. For example, a study conducted by Ayeni and Adeyeye (2014) in Nigeria found that an effective reward system enhances employee performance, job satisfaction, and commitment to the organization. Moreover, a study by Hassan (2017) in Egypt found that the use of monetary and non-monetary rewards positively affects employee motivation, which, in turn, drives employee performance.

Similarly, a study by Mahembe and Engelbrecht (2014) in South Africa found that there is a statistically significant relationship between reward management and employee motivation, commitment, and job satisfaction. The study also revealed that effective reward management practices, such as recognizing and appreciating employees' contributions to the organization, lead to increased employee satisfaction and performance.

A literature review by Ramaphosa (2018) on reward management and employee performance in Africa shows that offering incentives such as bonuses, promotions, and recognition can significantly motivate employees to achieve organizational goals, boosting productivity, and job satisfaction.

2.2.3. Ethiopian Empirical Review

The literature on the effect of reward management on employee performance is mixed. Some studies have found that reward management can have a positive effect on performance, while others have found no effect or even a negative effect.

One study that found a positive effect of reward management was conducted by Berhan (2012). Berhan surveyed 258 employees from a variety of organizations in Ethiopia. The results of the survey showed that employees who perceived that they were rewarded fairly were more likely to be satisfied with their jobs and to perform at a higher level.

Another study that found a positive effect of reward management was conducted by Kallo (2016). Kallo surveyed 150 employees from a telecommunications company in Ethiopia. The results of the survey showed that employees who were rewarded for their performance were more likely to be motivated and to be productive.

However, not all studies have found a positive effect of reward management on employee performance. For example, a study by Gebrehiwot (2015) found that there was no significant relationship between reward management and employee performance.

Nigussie (2021) conducted a quantitative study on the effect of reward management practice on employee performance in the case of Commercial Bank of Ethiopia (CBE), one of the largest banks in the country. The study used a questionnaire to collect data from 152 employees of CBE in South Addis Ababa District. The study found that reward management practice had a positive and significant effect on employee performance, explaining 42.3% of the variance in performance. The study also found that intrinsic rewards had a stronger effect than extrinsic rewards on employee performance.

Mazengiya (2020) conducted a quantitative study on the effect of reward management on employees' performance in the case of Ethio Telecom, the sole provider of telecommunication services in Ethiopia. The study used a questionnaire to collect data from 246 employees of Ethio Telecom in Addis Ababa. The study found that reward management had a positive and significant effect on employees' performance, explaining 46.6% of the variance in performance. The study also found that perception of reward had a stronger effect than extrinsic and intrinsic rewards on employees' performance.

Tsegay (2009) conducted a quantitative study on the determinants of public employees' performance in Ethiopia, using data from 1,000 public servants from various ministries and agencies. The study used a regression analysis to examine the effects of ability, motivation, experience, education level, gender, age, and salary on employees' performance. The study found

that motivation had a positive effect on employees' performance until some stage of experience, beyond which performance declined with experience. The study also found that ability had no significant effect on employees' performance.

Tadesse (2018) conducted a quantitative study on the effect of reward management on employee performance in the case of Ethiopian Electric Utility (EEU), South Region Arba Minch District. The study used a questionnaire to collect data from 120 employees of EEU. The study found that reward management had a positive and significant effect on employee performance, explaining 51% of the variance in performance. The study also found that training and development, employee performance appraisal, and communication had positive effects on employee performance, while employee reward had a negative effect on employee performance.

The evidence on the effect of reward management on employee performance in Ethiopia is mixed. Some studies have found a positive effect, while others have found no effect or even a negative effect. Some studies suggest that intrinsic rewards are more effective than extrinsic rewards (Nigussie, 2021), while others suggest that perception of reward is more important than both types of rewards (Mazengiya, 2020).

There is no clear explanation for why employee reward has a negative effect on employee performance in some cases (Tadesse, 2018). This could be due to measurement issues or contextual factors that need further investigation.

2.3. Conceptual Framework

From the literature review, the following conceptual model is formulated to show the effect of rewards (intrinsic and extrinsic rewards) on employee motivation based on Herzberg's two-factor theory. In this study employees work motivation is considered a dependent variable and, promotion, payment, work contentedness, employee benefit and employee recognition are taken as independent variables.

Independent Variable

Dependent Variable

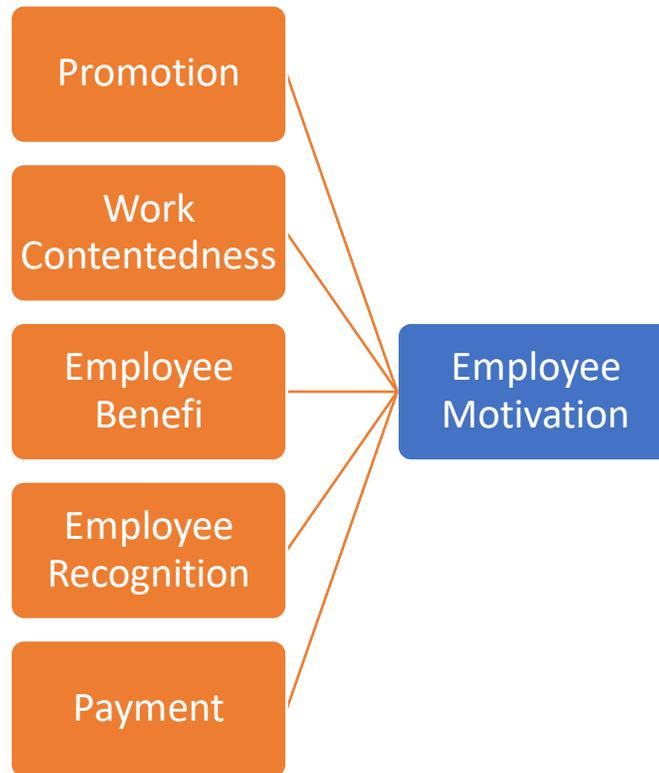


Figure 2. Conceptual Framework of the Study

2.4. Hypotheses of the Study

A formal statement regarding the relationships between variables, and it is tested directly. The predicted relationship between the variables is either true or false (Samy Tayie, 2005, P19) The following hypotheses are developed for testing.

Objective 1: To investigate if payment have statistically significant relationship with employee motivation in Hybrid Designs PLC

- Null hypothesis (H0): There is no statistically significant relationship between payment and employee motivation in Hybrid Designs PLC.
- Alternate hypothesis (H1): There is a statistically significant relationship between payment and employee motivation in Hybrid Designs PLC.

Objective 2: To investigate if employee work contentedness have statistically significant relationship with employee motivation in Hybrid Designs PLC

- Null hypothesis (H0): There is no statistically significant relationship between employee work contentedness and employee motivation in Hybrid Designs PLC.

- Alternate hypothesis (H1): There is a statistically significant relationship between employee work contentedness and employee motivation in Hybrid Designs PLC.

Objective 3: To investigate if employee benefits have statistically significant relationship with employee motivation in Hybrid Designs PLC

- Null hypothesis (H0): There is no statistically significant relationship between employee benefits and employee motivation in Hybrid Designs PLC.
- Alternate hypothesis (H1): There is a statistically significant relationship between employee benefits and employee motivation in Hybrid Designs PLC.

Objective 4: To investigate if employee promotion have statistically significant relationship with employee motivation in the Hybrid Designs PLC.

- Null hypothesis (H0): There is no statistically significant relationship between employee promotion and employee motivation in the Hybrid Designs PLC.
- Alternate hypothesis (H1): There is a statistically significant relationship between employee promotion and employee motivation in the Hybrid Designs PLC.

Objective 5: To assess if employee recognition have statistically significant relationship with employee motivation in Hybrid Designs PLC

- Null hypothesis (H0): There is no statistically significant relationship between employee recognition and employee motivation in Hybrid Designs PLC.
- Alternate hypothesis (H1): There is a statistically significant relationship between employee recognition and employee motivation in Hybrid Designs PLC.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Design

The researcher used an explanatory research design because it enabled to test a hypothesis about the causal relationship between reward and employee motivation, control for extraneous variables, use statistical analysis, and guide future research. The researcher chose to use an explanatory research design for several reasons. One of the most common reasons for using this type of research design is to test a hypothesis about the relationship between two or more variables. In this case, the hypothesis was that there is a positive relationship between reward and employee motivation.

Explanatory research design is particularly suitable for investigating causal relationships between variables. Because of its focus on testing hypotheses, the explanatory design can determine whether the independent variable (in this case, reward) has a causal effect on the dependent variable (employee motivation). Another reason for adopting of the explanatory research design is that it allows the researcher to control for extraneous variables. This means that the researcher can minimize the impact of factors other than reward that might affect employee motivation. By controlling for these extraneous variables, the researcher can increase the validity of their findings.

Moreover, the explanatory research design allows the researcher to use statistical analysis to test the study hypotheses. By using appropriate statistical techniques to analyze the data, the researcher determined the strength and direction of the relationship between reward and employee motivation. Finally, the explanatory research design was useful in guiding the research. By identifying the causal relationship between reward and employee motivation, the study provided valuable insights into how organizations can improve their motivation through reward.

3.2. Research Approach

Quantitative research approaches are those that use numerical data to answer research questions. This type of research is often used in the social sciences, where it can be used to measure things like attitudes, behaviors, and beliefs. In order to attain the intended objectives of the study, the researcher used a research approach that is appropriate for the research question. In this case, the

researcher is interested in measuring the relationship between two variables, so a quantitative research approach is the best choice.

The quantitative research approach enabled the researcher to effectively analyze and infer the numeric data. This means that the researcher was able to use statistical methods to analyze the data and draw conclusions about the relationship between the variables. The quantitative data was collected via a survey questionnaire that was prepared on a Likert-type Scale. This type of scale is a common way to measure attitudes and beliefs, and it allows respondents to provide their answers on a scale of 1 to 5.

3.1. Data Sources and Method of Collection

3.1.1. Data Types

Questionnaires was used to solicit information. This involved prepared questions which was structured questions issued to respondents to fill. This questionnaire gave advantage of collecting data quickly and gave more freedom to respondents.

3.2. Sampling Design

3.2.1. Target Population

A population can be defined as all people or items (unit of analysis) with the characteristics that one wishes to study. (Samy T.2005). Employees of Hybrid Designs PLC who are willing to participate in the survey made up the sample. The target population of this study consists of 450 employees working in Hybrid Designs PLC.

Table 1. Target Population of the Study

Department	Number of Employees
Finance	50
Technical	35
Marketing	11
Others	41
Call center	290
Legal Team	6
Driver Quality Assurance	10
Technicians	5
Social Media	2

Source: Hybrid Designs PLC.

3.2.2. Sampling Technique

The sample was drawn from the targeted population by using a stratified sampling. This sampling method involves selection of particular strata of the universe for constituting a sample which represented the universe (Kothari, 2004). In this research, Stratified sampling technique was used where the population elements are selected in the sample based on the ease of access or respondents was selected because they happened to be at the right place at the right time.

3.2.3. Sample Size

According to (Samy Tayie, 2005) a sample is defined as a subset of the population that is taken to be a representative of the entire population. In this study, Cochran's sample size formula for categorical population was used. Accordingly, for a population of 450, the required sample size is 207.

$$n_0 = \frac{Z^2 p(1-p)}{e^2}$$
$$n_0 = \frac{1.96^2 * 0.5(1-0.5)}{0.05^2}$$
$$n = 207.455$$

Where:

n₀ = Sample error size,

Z = standard normal distribution which is 1.96 (a confident interval of 95% sample estimates,

p = sample proportion of successes (0.5), thus the variance of P* (1-P) gives the maximum possible sample size = 0.25,

e = Acceptable margin of error for proportion being estimated which is 0.05 (error the researcher is willing to accept).

3.3. Methods of Data Analysis

The data was collected, verification was conducted and complete questionnaires was identified. Then the data is coded in to SPSS (statistical package for social science) according to the variables selected and the questions asked. The data analysis was performed using descriptive and inferential statistics. SPSS statistics (statistical Package for social scientists) software version 20 was used to process the data.

3.3.1. Descriptive statistical Analysis

The final report of the relevant demographic variables was produced through central tendency measurements (frequency and frequency distribution, valid and cumulative percentage and

comparison of mean). In addition, tabular explanations are used to present the result with the help of SPSS.

3.3.2. Inferential statistical Analysis

In inferential statistical analysis, correlation and multiple linear regression methods was utilized using statistical package for social sciences (SPSS) software. The use of these statistical tools and methods of presentation are described below

A. Correlation

Correlation (r) is used to describe the strength and direction of relationship between the variables. Since all variables are measured as an interval level, Pearson product moment correlation was used. Correlation “r” output always lies between -1.0 and +1.0 and if “r” is positive, there exists a positive relationship between the variables. If it's negative, the relationship between the variables is negative. While computing a correlation, the significance level shall be set at 95% with alpha value of 0.05 or a chance of occurrence of odd correlation is 5 out of 100 observations.

B. Multiple Linear Regression Analysis

Multiple linear regression analysis is a major statistical tool for predicting the unknown value of a variable from the known value of variables. And it is about finding a relationship between variables and forming a model. The Model for this study was developed using payment, promotion, recognition, benefits and work content which have influences on employee motivation.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where Y is the dependent variable and the independent variables are those which explain the response ranges from X1 to X5.

Table 2. Model Specification of Variables

No	Predictor Variable (X)	Beta Coefficient (β)	Predictor X-Value Assigned
1	Payment	β1	X1
2	Promotion	β2	X2
3	Recognition	β3	X3
4	Benefits	β4	X4
5	Work content	β4	X5
4	Employee motivation	Constant	Y

3.4. Measurement Instruments

To acquire the intended information the researcher used different data collection instruments like distributing questionnaire. The questionnaire both open-ended and close-ended. In order to collect information regarding the relationships between rewards and employee motivation among employees at Hybrid Designs PLC up thus, the respondents answer the questions and filled questionnaires collected from each respondent according to the time line provided for data collection. The researcher personally gives out the questionnaires. The staffs of the purposely head office included in the survey. A questionnaire was distributed to all 200 professional staffs. Questions presents in the em.in such form of affirmative statements, relating to the concepts on relationship between rewards and employee motivation among employees at Hybrid Designs PLC, in such a way to enable measurement of the respondent's opinions.

The questionnaires was structured in close-ended type and responses to the questions was measured on a five Likert rating scale where: Strongly Agree (SA) = 1; Agree (A) = 2; Neutral (N) =3, Disagree (D) = 1; and Strongly Disagree (SD) = 5; the use of Likert scale is to make it easier for respondents to answer question in a simple way. In addition, this research instrument was permitted to an efficient use of statistics for the interpretation of data. Moreover, the central issue to argue that Likert scales is that it produces ordinal data. Johns (2010) noted that in statistical terms the level of measurement of the Likert response scale is ordinal rather than interval: that is, we can make assumptions about the order but not the spacing of the response options. Thus, the permissible descriptive statistics that can perform on ordinal data is median (or average response) and mode (or more frequent responses) (Hole 2011).

The questionnaire is divided into two sections. Section I captured basic demographic information of the respondents such as gender, age, marital status, family status, educational level and income Section II captured information about the nature of the relationship between rewards and employee motivation among employees at Hybrid Designs PLC.

3.5. Validity

The most important criterion is validity, which indicates how well an instrument measures what it is supposed to measure (Kothari, 2014). The research advisor is consulted to determine content validity in this study. To improve the instruments, the research advisor had gone over each question in the questionnaire and provide feedback to ensure that the questions address the research

objectives. Plus, the questioner is interpreted to the Amharic language by official translators for clarity and easy understanding of the questions.

3.6. Reliability

After the data had been coded and entered into SPSS version 23, a test for reliability had been carried out. Reliability is the degree to which a measurement can be repeated and provide the same findings. For this study, a Cronbach's alpha coefficient, a common measure of internal consistency, was determined. Scale correlations may be evaluated using Cronbach's alpha, a reliability metric that measures the correlation between item answers produced from the scale. The value of this variable ranges from 0 to 1. (Shelby, 2011).

Cronbach's alpha does not have a standard scale, but the closer it gets to 1, the better. Previous research have employed a minimum Cronbach's alpha score of 0.4 to 0.9. (George & Mallery, 2003; Gregory, 1999; Houser & Bokovoy, 2008; Kline, 2000; Makhitha & Dlodlo, 2014; Nunnally, 1978; Nunnally & Bernstein, 1994). There is little doubt that the internal consistency of Malhotra and Birks' (2007; Malhotra & Birks (2007)) findings show an unacceptable level of internal consistency.

Therefore, Cronbach's Alpha of 0.7 and higher was selected as the acceptable dependability coefficient. Consequently, the test showed that the instrument's components are trustworthy. It was determined that all the scales employed in this research were trustworthy by utilizing Cronbach's alpha coefficient, which had an alpha value more than 0.6 and for the majority closer to 1. Table 4.1 shows the results of Cronbach's alpha test.

Table 3. Measure of Internal Consistency–Cronbach’s Alpha

Variables	Reliability Statistics	
	Cronbach's Alpha	N of Items
Payment	.787	6
Promotion	.818	5
Recognition	.758	5
Benefits	.826	5
Work content	.741	11
Motivation	.751	3

3.7. Ethics of Research

The respondents was told the purpose of the study and asked their permission. The data collected only used for this study purpose and was not accessible for any other purposes. However, the study result was presented and be accessible both for the graduating school and the organization.

Reliability refers to the degree to which the data collection tools or analysis procedures yielded consistent findings. (Saunders, Lewis and Thornhill, 2009). Reliability measures the internal consistency of a group of items which is used in questionnaire construction. Reliability analysis examines the homogeneity or cohesion of the items that comprise each scale.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1. Samples and response rate

A total of 207 questioners were distributed, and 202 were received back. Some of the respondents were too busy or reserved their right to not participate in the research. However, owing to the majority of respondents the non-response wasn't of much significance to the research. After excluding 2 invalid questionnaires, a total of 200 valid questionnaires were accepted for a response rate of 97%. Therefore, out of the 207 questionnaires distributed, 96.6% of the subjects returned valid questionnaires.

Table 4. Response rate.

Questionnaires	Respondent's	Percentage
Returned	202	97%
Invalid	2	1%
Not returned	5	2%
Total	207	100%

4.2. Demographic characteristics of respondents

As indicated in Table 5 out of 200 respondents, 112 (56%) were females whilst 88 (44%) were males. This shows the personnel structure of the company was made up of more women. This was a positive indicator being the age of women empowerment.

Table 5. Gender of distribution of respondents

	Frequency	Percent
Female	112	56.0
Male	88	44.0
Total	200	100.0

Out of 200 respondents, 79 (39.5%) respondents were aged between 18-29 years, 100 (50%) respondents were between 30-39, 21 (10.5%) respondents were between 40-49 years. The information therefore shows the age of employees were young and in their youthful period of life hence have a great need in the total rewards to get their full potential optimized in general performance at the school.

Table 6. Age Distribution of Respondents

	Frequency	Percent
18-29	79	39.5
30-39	100	50.0

40-49	21	10.5
Total	200	100.0

As shown in table 7 out of 200 respondents, 132 (66%) respondents had First Degree, 58 (29%) respondents had Diploma, whilst 10 (5%) respondents were second degree and above holders.

This is represented in the table 7 below.

Table 7. Educational level of respondents

	Frequency	Percent
Diploma	58	29
Bachelor Degree	132	66
Masters and above	10	5
Total	200	100.0

4.3. Descriptive statistics of the level of agreement of the respondent's Perception towards different variables of the research

The researcher uses itemized rating scale to construct a range. This range was used to measure the perception level of the respondents towards each variable. The researcher uses the following formula to construct the range (Shrestha, 2015).

The analysis of this study was done using descriptive statistic or through using central tendency, from these the researcher used the mean scores of each variable. The main reason of using this measurement was to demonstrate the average responses of respondents for each question that was included under each dimension of the predictor variable and to reach the grand mean of each dimension. Finally, the interpretation is made through using the grand mean of each independent dimension for the aim of achieving partial research objectives of the study.

$$\begin{aligned} \text{Itemized rating scale: } & \frac{\text{Max} - \text{Min}}{5} \\ & = \frac{5 - 1}{5} \\ & = 0.80 \end{aligned}$$

The mean of each individual item ranging from 1- 5 falls within the following interval:

Interval of Means	Perception
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.40	Medium
3.41 – 4.20	High
4.21– 5.00	Very High

4.4. Employees' Perception on Payment

This section of the questionnaire tested the attitude and views about Payment. A series of four statements were presented to respondents and respondents were asked to rate their level of agreement with each statement.

According to the data illustrated below, respondents' opinion on provision of information about the pay method in a visible manner with mean score of 3.69. Respondents also stated that the basis of pay is reasonable with mean score of 3.89. Respondents' attitude towards There is a reasonable amount of periodic wage increase compared to the work they do with mean score of 4.05 and 4.07 perception on tasks completed and incentives are linked. The overall mean for the perception of employees on payment is 3.93, indicating that the majority of respondents see that payment is high with regard to the statements specified in the study.

Table 8. Respondents Perception on Payment

	Mean	Std. Deviation
You are informed about the pay method in a visible manner.	3.69	1.235
The basis of pay is reasonable (e.g.it considers professional training, benefits of the job type, performance).	3.89	.945
There is a reasonable amount of periodic wage increase compared to the work I do.	4.05	.731
Tasks completed and incentives are linked.	4.07	.820
Grand Mean	3.925	.933

The grand mean of a variable is the average score of that variable across all participants in a study. In this case, the variable is "employee payment," which was rated by respondents. The grand mean of this variable is 3.925, which indicates that, on average, respondents reported a moderately high level of satisfaction with their payment.

The standard deviation of a variable is a measure of the variability or spread of scores around the mean. In this case, the standard deviation of employee payment is 0.933, which indicates that the ratings of employee payment varied somewhat among respondents. Specifically, some respondents rated employee payment higher than the grand mean, while others rated it lower.

Overall, these results suggest that there is some variability in employee payment among respondents, but on average, respondents reported a moderately high level of satisfaction with their payment. However, it is important to note that without additional information, it is difficult to interpret the practical significance of these findings. For example, it is unclear whether a grand

mean of 4.06 is high or low relative to other studies or benchmarks in the field. Therefore, further analysis and interpretation may be needed to fully understand the implications of these results.

According to Igbaekemem (2014), providing employees with monetary incentives alone was not sufficient to motivate them to do their jobs. This finding does not lend credence to the aforementioned conclusion. According to Ellis and Pennington's research, the impact of direct monetary prizes on the motivation of workers is only temporary (2004).

4.5. Employees Perception on Promotion

This section of the questionnaire tested the promotion prospective of employees. A series of five statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 4.6 indicates the mean and standard deviation for each item.

According to the illustrated data regarding the perception of respondents agree towards There is an opportunity for advancement and promotion with mean score of 4.09. Respondents also agree that Everyone's professional path is well communicated with mean score of 4.05. Furthermore, respondents also noted that promotion being a critical way to increasing their work drive with mean score of 3.99. Respondents also responded that Promotion is critical to increasing my work drive with mean score of 4.08. Additionally, they agree with Employees are promoted in a fair and transparent manner with mean score of 4.09. These statements were agreed by most of respondents making the overall mean for the perception of employees' promotion to 4.06, indicating that the majority of respondents are towards agree level agreement with the statements specified in the study.

Table 9. Respondents Perception on Promotion

	Mean	Std. Deviation
There is an opportunity for advancement and promotion.	4.09	.727
Everyone's professional path is well communicated.	4.05	.761
Promotion is critical to increasing my work drive.	3.99	.805
I agree with the promotion criteria.	4.08	.864
Employees are promoted in a fair and transparent manner.	4.09	.892
Grand Mean	4.06	0.8098

The grand mean of a variable is the average score of that variable across all participants in a study. In this case, the variable is "employee promotion," which was rated by respondents. The grand mean of this variable is 4.06, which indicates that, on average, respondents reported a moderate level of satisfaction with employee promotion.

The standard deviation of a variable is a measure of the variability or spread of scores around the mean. In this case, the standard deviation of employee promotion is 0.809, which indicates that the ratings of employee promotion varied somewhat among respondents. Specifically, some respondents rated employee promotion higher than the grand mean, while others rated it lower.

Overall, these results suggest that there is some variability in employee promotion among respondents, but on average, respondents reported a moderate level of satisfaction with employee promotion. It is important to note, however, that without additional information, it is difficult to interpret the practical significance of these findings. For example, it is unclear whether a grand mean of 4.06 is high or low relative to other studies or benchmarks in the field. Therefore, further analysis and interpretation may be needed to fully understand the implications of these results.

These findings concur with those of Khan et al. (2012) who established that there is a relation between the perceived employees' motivation and an organization's promotion practices. They also agree with Tausif (2012) who found a strong relationship of non-monetary rewards with employee motivation.

4.6. Employees Perception on Recognition

This section of the questionnaire tested the recognition. A series of five statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 4.7 indicates the mean and standard deviation for each item.

According to the illustrated data regarding the perception of respondents agree towards For my hard effort, I am frequently praised with mean score of 4.13. Respondents also agree that I'm open to hearing constructive comments on my work with mean score of 3.73. Furthermore, respondents also noted that for work that I do, I frequently and reasonably receive recognition with mean score of 3.74. Respondents also responded that I frequently get comments on how well I'm doing and on the possibility of work improvement with mean score of 3.71. Additionally, for my hard effort, I received a written thank you note. With mean score of 3.81. These statements were agreed by most of respondents making the overall mean for the perception of Employees on recognition to 3.82, indicating that the majority of respondents are towards agree level agreement with the statements specified in the study.

Table 10. Respondents Perception on Recognition

	Mean	Std. Deviation
For my hard effort, I am frequently praised.	4.13	.734
I'm open to hearing constructive comments on my work.	3.73	1.046
For work that I do, I frequently and reasonably receive recognition.	3.74	.816
I frequently get comments on how well I'm doing and on the possibility of work improvement.	3.71	.95756
For my hard effort, I received a written thank you note.	3.81	1.090
Grand Mean	3.824	0.929

Moreover, the aggregate score (Mean = 3.82) suggests that recognition strategies as currently practiced in the firm were having a considerable outcome on employee motivation. According to Chiang and Birch (2011), recognition as reward can have certain effects towards the employees' participation in various prospects. Such rewards are psychological and include the positive attitude of employers, appreciation, and motivation from one's employers.

Hence, it can be implied that that the firm's management only moderately applied the recognition strategy to encourage employee motivation. This finding reflects the views Gupta and Kumar (2012) who asserted that employee recognition significantly affected their level of job motivation and eventually translated to higher performance rates.

The grand mean of a variable is the average score of that variable across all participants in a study. In this case, the variable is "employee recognition," which was rated by respondents. The grand mean of this variable is 3.824, which indicates that, on average, respondents reported a moderate level of satisfaction with employee recognition.

The standard deviation of a variable is a measure of the variability or spread of scores around the mean. In this case, the standard deviation of employee recognition is 0.929, which indicates that the ratings of employee recognition varied somewhat among respondents. Specifically, some respondents rated employee recognition higher than the grand mean, while others rated it lower.

Overall, these results suggest that there is some variability in employee recognition among respondents, but on average, respondents reported a moderate level of satisfaction with employee recognition. However, it is important to note that without additional information, it is difficult to interpret the practical significance of these findings. For example, it is unclear whether a grand mean of 3.93 is high or low relative to other studies or benchmarks in the field. Therefore, further analysis and interpretation may be needed to fully understand the implications of these results.

4.7. Employees Perception on Benefits

This section of the questionnaire tested the benefits. A series of five statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 4.8 indicates the mean and standard deviation for each item.

According to the illustrated data regarding the perception of respondents agree towards In Hybrid Designs' benefit system, all employees are treated transparently and equally with mean score of 3.95. Respondents also My medical plan/benefit in the organization works well with mean score of 3.91. Furthermore, respondents also noted that I've never had any issues with scheduling my leave with mean score of 4.05. These and other statements were agreed by most of respondents making the overall mean for the benefits to 3.92, indicating that the majority of respondents are towards agree level agreement with the statements specified in the study.

Table 11. Respondents Perception on Benefits

	Mean	Std. Deviation
In Hybrid Designs' benefit system, all employees are treated transparently and equally.	3.95	.759
My medical plan/benefit in the organization works well.	3.91	.897
I've never had any issues with scheduling my leave.	4.05	.770
My insurance plan/benefit has a bearing on my motivation.	3.84	.882
I believe that the benefit system in the organization is adequate for the work I perform.	3.89	.945
Grand Mean	3.928	0.8506

The grand mean of a variable is the average score of that variable across all participants in a study. In this case, the variable is "employee benefits," which was rated by respondents. The grand mean of this variable is 3.92, which indicates that, on average, respondents reported a moderate level of satisfaction with their employee benefits.

The standard deviation of a variable is a measure of the variability or spread of scores around the mean. In this case, the standard deviation of employee benefits is 0.851, which indicates that the ratings of employee benefits varied somewhat among respondents. Specifically, some respondents rated employee benefits higher than the grand mean, while others rated it lower.

Overall, these results suggest that there is some variability in employee benefits among respondents, but on average, respondents reported a moderate level of satisfaction with their employee benefits. However, it is important to note that without additional information, it is

difficult to interpret the practical significance of these findings. For example, it is unclear whether a grand mean of 3.92 is high or low relative to other studies or benchmarks in the field. Therefore, further analysis and interpretation may be needed to fully understand the implications of these results.

4.8. Respondents' Perception on Contentedness

This section of the questionnaire tested the attitude and views about content. A series of five statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 4.9 indicates the mean and standard deviation for each item.

The data illustrated in table shows that respondents have agreeing level of agreement about My work fascinates and pleases me with mean score of 4.09. Respondents also point out My job entails a wide range of responsibilities with mean score of 3.96. In addition, the number of projects I'm working on is manageable with my time and ability with a mean score of 4.19 and a mean score of 3.66 for My work is completely within my control. I'm perfectly aware of my duties and responsibilities with a mean score of 3.75. The overall mean for content is 3.93, indicating that the majority of respondents are supporting level of agreement with the statements specified in the study.

Table 12. Respondents Perception on employee contentedness

	Mean	Std. Deviation
My work fascinates and pleases me.	4.09	.797
My job entails a wide range of responsibilities.	3.96	.957
The number of projects I'm working on is manageable with my time and ability.	4.19	.653
My work is completely within my control.	3.66	1.258
I'm perfectly aware of my duties and responsibilities.	3.75	1.035
Grand Mean	3.93	0.94

The grand mean of a variable is the average score of that variable across all participants in a study. In this case, the variable is "employee contentedness," which was rated by respondents. The grand mean of this variable is 3.93, which indicates that, on average, respondents reported a moderate level of employee contentedness.

The standard deviation of a variable is a measure of the variability or spread of scores around the mean. In this case, the standard deviation of employee contentedness is 0.94, which indicates that

the ratings of employee contentedness varied somewhat among respondents. Specifically, some respondents rated employee contentedness higher than the grand mean, while others rated it lower.

Overall, these results suggest that there is some variability in employee contentedness among respondents, but on average, respondents reported a moderate level of contentedness. It is important to note that without additional information, it is difficult to interpret the practical significance of these findings. For example, it is unclear whether a grand mean of 3.93 is high or low relative to other studies or benchmarks in the field. Therefore, further analysis and interpretation may be needed to fully understand the implications

The aggregate scores (Mean = 3.75) also suggests that the employee contentedness in the firm were favorably received and were spurring employee motivation. This finding implies that the firm had put considerable emphasis on employee contentedness and it was being strongly reflected in employee motivation. This finding agrees with those of Harunavamwe and Kanengoni (2013) whose study among shop workers in South Africa found that employee contentedness had a strong effect of on the motivation of lower-level employees ($r = .607, p < 0.01$).

4.9. Comparison of mean values on constructs of employee motivation

below show the overall means of all items for the employee motivation. According to the findings of the means Promotion represented the highest overall mean score (mean=4.06).

Table 13. Comparison of Variables

Construct	Mean score	Rank
Promotion	4.06	1 st
Payment	3.93	2 nd
Content	3.93	3 rd
Benefits	3.92	4 th
Recognition	3.82	5 th

4.10. Correlation analysis

In this study Pearson's correlation coefficient was used to determine whether there is significant relationship between payment, Promotion, recognition, benefits and content with employee motivation. Pearson's coefficient of correlation is the most widely used method of measuring the degree of relationship between the variables. This coefficient assumes there is linear relationship between the two variables; that the two variables are casually related (Kothari, 2004).

The following section presents the results of correlation on the relationship between independent variables and dependent variable. Table 4.12 indicates that the correlation coefficients for the relationships between independent variables (and its dependent variable are linear and positive ranging from moderate to strong correlation coefficients.

Table 14. Correlation Analysis

		Correlations					
		Payment	Promotion	Recognition	Benefits	Content	Motivation
Payment	Pearson Correlation	1	.249**	.259**	.548**	.429**	.632**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	200	200	200	200	200	200
Promotion	Pearson Correlation	.249**	1	.407**	.478**	.690**	.559**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	200	200	200	200	200	200
Recognition	Pearson Correlation	.259**	.407**	1	.466**	.441**	.572**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	200	200	200	200	200	200
Benefits	Pearson Correlation	.548**	.478**	.466**	1	.620**	.582**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	200	200	200	200	200	200
Content	Pearson Correlation	.429**	.690**	.441**	.620**	1	.407**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	200	200	200	200	200	200
Motivation	Pearson Correlation	.632**	.559**	.572**	.582**	.407**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	200	200	200	200	200	200

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

The output obtained from the SPSS indicates that, payment has significance and positively associated with the dependent variable (motivation) which have value ($r=.632$, $p<0.01$). Benefit has significant and strong positive relationship with motivation with the value of ($r=0.582$, $p<0.01$). Promotion like other dimensions has significant positive relationship with motivation having a value ($r=0.559$, $P<0.01$). Recognition has positive and significant relationship with motivation which has a value of $r=0.572$, $p<0.01$). The SPSS result describes work contentedness has significant positive relationship with motivation the result shown a value of $r=0.407$, $P<0.01$).

In conclusion, the findings indicate that at Hybrid Designs PLC, each of the five Reward Components has a direct and positive relationship to the amount of motivation shown by employees (at the 0.01 level). According to Roberts (2005), rewards, recognition, and motivation all have a positive and significant influence on one's level of interest and enthusiasm for their

work. This is in line with what was found in other studies. Puwanenthiren (2011) came to very similar conclusions; he discovered that monetary and non-monetary incentives both had a substantial influence on the level of motivation that employee had towards their work. According to the findings of this research, variations in the way rewards are managed may have an effect on workers' levels of motivation (the better those reward components are the higher the motivation or vice versa). When utilized in combination with one another, financial and non-financial incentive components have a positive influence on both motivation and performance.

4.11. Multiple linear regression analysis

4.11.1. Assumptions Testing in Multiple Regression

The basic assumptions should be satisfied in order to maintain data validity and robustness of the regressed result of the research under the multiple regression models. Hence, this study has conducted the assumption tests such as, multi-Collinearity, outliers, autocorrelation, homoscedasticity, linearity, and normality.

4.11.1.1. Sample size

Different authors tend to give different guidelines concerning the number of cases required for multiple regressions. Tabachnick and Fidell (2001) give a formula for calculating sample size requirements, taking into account the number of independent variables to use: $N > 50 + 8m$ (where n = number of independent variables). In this study three independent variables had existed and cases were 384. Therefore, the study satisfied sample size assumption.

4.11.1.2. Multi Collinearity

Multi Collinearity is checked using correlations between the variables in the model. Independent variables show at least some relationship with dependent variable (above 0.3 preferably). In this case all of the scales (independent variables) correlate substantially with Employee motivation ($r = .632$, $r = .559$, $r = .572$, $r = .582$ and $r = .407$) respectively. Collinearity diagnostics on the variables as part of the multiple regression procedure is done using Tolerance and Variance Inflation Factor (VIF). Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model. If this value is very small (less than 0.10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of multi-Collinearity (Pallant, 2010). Variance Inflation Factor (VIF) is just the inverse of the tolerance value (1 divided by tolerance). According to Pallant, (2010), VIF

values above 10 would be a concern, indicating multi-Collinearity. The result shows that the tolerance value for each independent variable is (.379, .548, .730, .410, and .743) respectively. Therefore, multi-Collinearity assumption is not violated. This is also supported by the VIF value, which is 2.639, 1.825, 3.279, 2.441, and 1.347 which is well below the cut-off value of 10.

Table 15. Multicollinearity Test

	Tolerance	VIF
Payment	.379	2.639
Promotion	.548	1.825
Recognition	.730	3.279
Benefits	.410	2.441
Content	.743	1.347

4.11.1.3. Normality and Linearity

One of the ways that these assumptions can be checked is by inspecting the residuals scatter plot and the normal probability plots of the regression standardized residuals that were requested as part of the analysis. These are presented in normal P-P Plots of regression standardized residuals graph. In normal probability plots the points will lie in reasonably straight diagonal line from bottom left to top right. This would suggest no major deviations from normality. The finding from normal P=P Plot reveals no violation of normality assumptions.

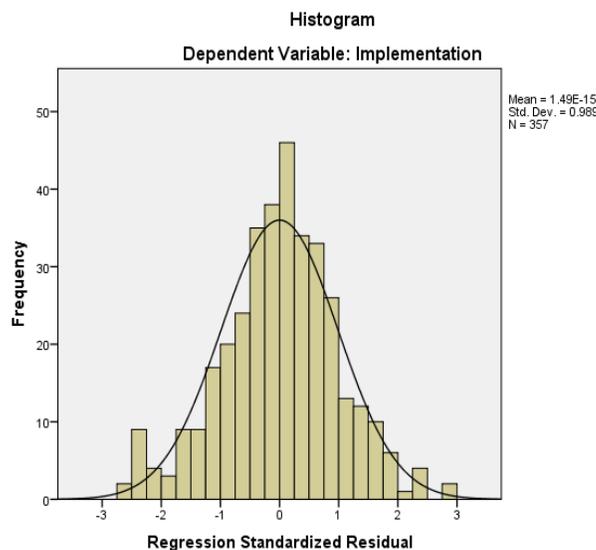


Figure 3. Histogram of Regression Standardized Residual

The study used both methods of assessing normality; graphically using Normal Probability Plot (P-P) graph and numerically using Skewness and Kurtosis. Figure 4, depicted that the scores are normally distributed.

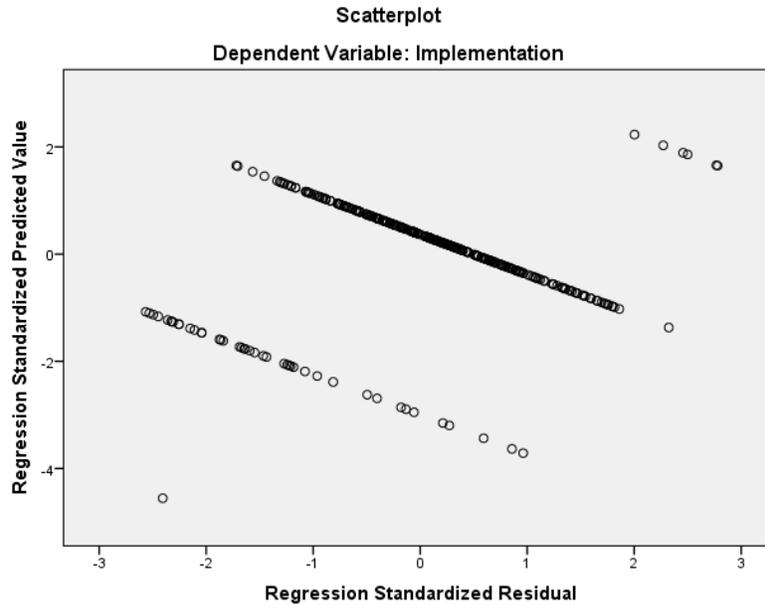


Figure 4. Linearity scatter plot of regression standardized residual

The Skewness value provides an indication of the symmetry of the distribution while kurtosis provides information about the sharpness of the peak of a frequency-distribution curve. For variables with normal distribution the values of Skewness and kurtosis are zero, and any value other than zero indicated deviation from normality (Hair, 2010). According to Hair (2010), the most commonly acceptable value for (kurtosis/skewness) distribution is ± 2.58 . Therefore; as it can be seen in the following table, the kurtosis and skewness values of the variables fall within the range.

Table 16. Skewness and Kurtosis.

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Payment	200	-.914	.129	1.590	.257
Promotion	200	-1.100	.129	.966	.257
Recognition	200	-.368	.129	-.483	.257
Benefits	200	-.802	.129	.249	.257
Content	200	-.890	.129	1.842	.257

4.11.2. Model Summary

Multiple regression analysis was employed to examine the influence of consultative selling (Benefits, Content, Promotion, Payment, Recognition) on respondents' Employee motivation.

Table 17. Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.804 ^a	.647	.639	.22246
a. Predictors: (Constant), Benefits, Content, Promotion, Payment, Recognition				
b. Dependent Variable: motivation				

The regression model presents how much of the variance in the measure of Employee motivation is explained by the diversification elements. The predictor variables i.e., Benefits, Content, Promotion, Payment, Recognition 63.4 of adjusted R square which indicates 63.9% of Employee motivation was explained by the variation of the five predictor variables.

Table 18. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.518	5	3.940	1179.609	.000 ^b
	Residual	17.222	348	.049		
	Total	48.739	356			
a. Dependent Variable: Employee motivation						
b. Predictors: (Constant), Benefits, Content, Promotion, Payment, Recognition						

(F) Value is (1179) at 0.000 which states that there is statistically significant effect of variables on overall Employee motivation

4.11.3. Standardized coefficients

Table 19. Beta Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.577	.139		4.155	.000
	Payment	.171	.042	.212	4.102	.000
	Promotion	.119	.028	.380	4.172	.000
	Recognition	.186	.104	.328	3.782	.004
	Benefits	.050	.029	.285	3.707	.002
	Content	.143	.028	.191	5.165	.000

The significance levels for all independent variables are less than 0.05. This indicates that there is a strong positive and significant relationship between the independent variables (payment, Promotion, recognition, benefits and content with employee motivation) and dependent variable (Employee motivation). The standardized beta value for Employee motivation is 0.577. This indicates that time has relatively strong degree of importance for customer overall satisfaction.

$$IMP = \alpha + \beta_1 (AWR) + \beta_2 (RA) + \beta_3 (C) + \beta_4 (CX) + \beta_6 (PR) + e$$

$$EC = 0.577 + 212AWR + 380RA + 328C + 185CX + 191PR + e$$

Where;

IMP = Employee motivation

AWR = Payment

RA = Promotion

C = Recognition

CX = Benefits

PR = Content

4.12. Hypothesis Testing

According to the research method, the Pearson Correlation Coefficient is used to test the hypotheses. Five hypotheses aim to see if there is a relationship between the three independent variables of diversification (payment, work contentedness, employee benefit, recognition, and security) and employee commitment.

Ho1: There is positive and significant relationship between payment and employee motivation

Accepted the outcome of the coefficient of regression supports the hypothesis: $\beta = .212$, $p < .05$.

Ho2: There is positive and significant effect of work contentedness on employee motivation

Accepted the outcome of the coefficient of regression supports the hypothesis: $\beta = .191$, $p < .05$.

Ho3: There is positive and significant effect of employee benefit management on employee motivation

Accepted the outcome of the coefficient of regression supports the hypothesis; $\beta = .285$ $p < .05$.

Ho4: There is positive and significant effect of recognition on employee work motivation

Accepted the outcome of the coefficient of regression supports the hypothesis; $\beta = .328$, $p < 0.05$.

Ho5: There is a positive and significant relationship between promotion and employee motivation

Accepted (the outcome of the coefficient of regression supports the hypothesis; $\beta = .380$, $p < .05$).

4.13. Discussion of results

Proposed that payment has a positive effect on employee motivation service, As can be observed from the table above Payment and employee motivation service have β estimate value of .212 and t-statics 4.102 with a p value of .000 found to be significant on motivation. The results showed that payment of employees has significance effect on the motivation of employees.

One percent improvement on payment will increase 21.2% of employees' motivation. The study found that even small improvements in pay can have a significant impact on employee motivation. To understand this statement better, we first need to define what is meant by "one percent improvement on payment". This refers to a one percent increase in an employee's salary or wages, which could result from a pay raise, promotion, or bonus. For example, if an employee is earning ETB 5,000 per month and receives a one percent pay raise, their new salary would be ETB 5,050 - an increase of ETB 50.

The finding suggests that this small increase in pay can have a significant impact on employee motivation. The study found that a one percent increase in pay can result in a 21.2% increase in employee motivation. This means that employees are more likely to feel motivated and engaged in their work when they receive even a small increase in pay.

There are several reasons why this might be the case. Firstly, pay is an important factor in how employees perceive their value to the company. When employees feel that they are fairly compensated for their work, they are more likely to feel valued and motivated to perform well. Secondly, an increase in pay can also be seen as a form of recognition and reward for good performance, which can further enhance employee motivation. Overall, the survey result suggests that employers should recognize the value of even small increases in pay and consider how they can use pay and rewards to increase employee motivation and engagement.

This finding is in accordance with the findings of the studies by (Abdullah and Abdul Rahman, 2007; Rammal and Zurbrugg, 2007; Thambiah et al., 2011; Echchabi and Aziz, 2012b; Ayinde and Echchabi, 2012; Bizri, 2014). Nevertheless, the result contradicts the findings of (Doraisamy et al., 2011; Abdul-Hamid et al., 2011; Aziz et al., 2015), Echchabi et al. (2014), which indicated that payment did not have a significant relation with the motivation of employees

The finding suggests that this small increase in the number of promotions can lead to a 38% increase in employee motivation. This means that employees are more likely to feel motivated and engaged in their work when they see opportunities for career growth and progression.

There are several reasons why this might be the case. Firstly, promotions can be seen as a form of recognition for good performance and hard work. This can be very motivating for employees, who see it as a sign that their efforts are being recognized and rewarded. Secondly, promotions offer employees a chance to grow and develop new skills, which can be both challenging and rewarding. This can lead to a sense of personal and professional fulfillment, which can further enhance employee motivation.

Overall, the finding suggests that employers should consider how they can create opportunities for career growth and progression within their company, as this can have a significant impact on employee motivation and engagement. By offering opportunities for promotion and career development, employers can show their employees that they are valued and help to create a positive and motivated workplace culture. This finding contradicts Nain Tara (2014) and Echchabi et al. (2014) the perceived Promotion emerged as the best predictor of employees. This finding supports the results of Thambiah et al. (2012), Echchabi and Aziz (2012), Amin et al. (2013) and Aziz et al. (2015) They indicated that Promotion has a significant effect employees' motivation.

Employee recognition refers to acknowledging and rewarding employees for their hard work and achievements. This can come in the form of verbal praise, written feedback, or tangible rewards such as bonuses or awards. A one percent improvement on employee recognition could refer to a one percent increase in the frequency or quality of recognition given to employees.

The finding suggests that this small increase in recognition can lead to a 32.8% increase in employee motivation. When employees feel that their hard work and contributions are valued and appreciated, they are more likely to feel motivated and engaged in their work.

Employee benefits refer to the additional perks and incentives that employers offer to their employees beyond their regular salary or wages. This can include things like health insurance, retirement plans, paid time off, and other perks. A one percent improvement on employee benefits could refer to a one percent increase in the quality or availability of these benefits.

The finding suggests that this small increase in benefits can lead to a 28.5% increase in employee motivation. This is because employee benefits can play a significant role in an employee's overall satisfaction with their job and the company they work for.

Work contentedness refers to how satisfied an employee is with the actual work they are doing. This can be influenced by factors such as the job's level of challenge, the opportunity for growth and development, and the level of autonomy and control that the employee has over their work. A one percent improvement on work contentedness could refer to a one percent increase in any of these factors.

The finding suggests that this small increase in work contentedness can lead to a 19.1% increase in employee motivation. When employees feel that their work is fulfilling, challenging, and aligned with their personal and professional goals, they are more likely to feel motivated and engaged in their work.

Overall, these findings suggest that employers should consider how they can improve employee recognition, employee benefits, and work contentedness in order to help enhance employee motivation and create a positive and engaged workplace culture. By investing in these areas, employers can help to create a work environment where employees feel valued, supported, and motivated to perform at their best.

Recognition has a positive effect on the motivation of employees in Hybrid Designs PLC significant at ($\beta = 0.328$, $p = 0.004$). This is in line with the findings of Echchabi and Aziz (2012b). This is in accordance with the findings of Tan and Teo (2000), Fisher and Chu (2009), Nor (2005), Puschelet al. (2010) and To et al. (2008). Nevertheless, it contradicts with the findings of Teo and Pok (2003), Shih and Fang (2004), Al-Majali and Nik Mat (2010) and Beigina et. al. (2011).

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1. Summary of Findings

This chapter provides a summary of the previous chapters' investigations into the characteristics of the individuals who took part in the study project, which were discussed in earlier chapters. These qualities were discussed in more detail in earlier chapters. In the sample of 200 people, there were 112 females and 88 men, with female replies accounting for 56 percent and male responses accounting for 44 percent. The general population is 39.5 percent younger, 50 percent older, and 10.5 percent older than the average age of the 200 persons who took part in the study. This means that the participants' average age was significantly different from that of the overall population.

The primary objective of the research being conducted at Hybrid Designs PLC is to analyze the ways in which monetary and non-monetary rewards influence the levels of intrinsic motivation shown by the company's employees.

To be more specific, the goals of this study are to investigate the relationship between an employee's pay and the degree of motivation they exhibit; to investigate whether or not an employee's level of work satisfaction influences their level of motivation in the, we will investigate both the positive and negative effects that employee benefits and employee progress have on levels of motivation, as well as the connection between the two.

According to this study, even a small raise in pay can have a significant impact on employee morale. According to the findings, increasing pay by just 1% can increase employee motivation by up to 21%. This means that even a small pay boost can have a big impact on an employee's motivation and dedication to their profession.

According to this result, a seemingly 1% increase in the frequency of promotions can enhance employee motivation by 38%. As a result, if employees see opportunities for progress in their professions, they will be more motivated and involved in their positions.

According to the study, even a small increase in employee recognition can boost motivation by 32.8%. Workers are more likely to put in effort and remain committed to their jobs if they sense their efforts and contributions are accepted and valued.

According to the data, even little changes in benefits can increase employee morale by 28.5%. This is because perks have a significant impact on how satisfied an employee is with their job and their employer as a whole.

According to this study, even a 1% increase in workers' satisfaction at work might increase their motivation by 19.1%. When employees believe they are doing meaningful work that challenges them and helps them grow professionally and personally, they are more likely to be inspired and invested in their positions.

5.2. Conclusion

This study was motivated by these questions: What is the impact of Payment and employee motivation in Hybrid Designs PLC? What is the effect of work contentedness on employee motivation in Hybrid Designs PLC? What is the effect of employee benefits management on employee motivation in Hybrid Designs PLC? What is the effect of employee recognition on employee motivation in Hybrid Designs?

Based on the survey result showing a positive relationship between payment and employee commitment, it can be concluded that Hybrid Design Technologies should ensure that its employees are fairly compensated for their work. This could include providing competitive salaries and benefits packages, as well as offering performance-based bonuses and incentives. However, it is important to note that payment is just one factor that contributes to employee commitment, and that other factors such as recognition, promotion, and work-life balance also play important roles.

Based on the survey result showing a positive relationship between work contentedness and employee commitment, it can be concluded that Hybrid Design Technologies should prioritize creating a positive and fulfilling work environment for its employees. This could include providing meaningful work assignments, opportunities for skill development and growth, and a supportive and collaborative team culture. However, it is important to note that work contentedness is just one factor that contributes to employee commitment, and that other factors such as recognition, promotion, payment, and employee benefits also play important roles.

Based on the survey result showing a positive relationship between employee benefits and employee commitment, it can be concluded that Hybrid Design Technologies should ensure that its employees are provided with comprehensive and competitive benefits packages. This could

include health insurance, retirement plans, paid time off, and other benefits that promote work-life balance and overall well-being. However, it is important to note that employee benefits are just one factor that contributes to employee commitment, and that other factors such as recognition, promotion, and payment also play important roles.

Based on the survey result showing a positive relationship between recognition and employee commitment, it can be concluded that Hybrid Design Technologies should prioritize employee recognition and appreciation. This could include implementing an employee recognition program that acknowledges employee achievements and milestones, as well as rewards and incentives for exceptional performance. However, it is important to note that recognition is just one factor that contributes to employee commitment, and that other factors such as promotion, payment, and work-life balance also play important roles.

Based on the survey result showing a positive relationship between promotion and employee commitment, it can be concluded that Hybrid Design Technologies should prioritize career development opportunities for its employees. This could include offering job rotations, training programs, and clear paths for advancement within the company. However, it is important to note that promotion is just one factor that contributes to employee commitment, and that other factors such as recognition, payment, and work-life balance also play important roles.

5.3. Recommendations

It is also important for the company to communicate its payment policies and procedures clearly to its employees to avoid any misunderstandings or conflicts. By improving employee payment, Hybrid Design Technologies can increase employee commitment, which can lead to improved productivity, reduced turnover rates, and a positive work environment.

Additionally, the company could conduct regular employee satisfaction surveys to identify areas that need improvement and address them promptly. By improving work contentedness, Hybrid Design Technologies can increase employee commitment, which can lead to improved productivity, reduced turnover rates, and a positive work environment.

It is also important for the company to regularly review and update its benefits package to ensure that it remains competitive and relevant to its employees' needs. By improving employee benefits,

Hybrid Design Technologies can increase employee commitment, which can lead to improved productivity, reduced turnover rates, and a positive

Based on the research showing a positive relationship between recognition and employee commitment, this study recommends that Hybrid Design Technologies in Ethiopia implement an employee recognition program. This program could include regular acknowledgement of employee achievements and milestones, as well as rewards and incentives for exceptional performance. By recognizing and rewarding employees, Hybrid Design Technologies can increase employee satisfaction and commitment, leading to improved productivity and retention rates. Additionally, it is important to ensure that the recognition program is fair and consistent, and that all employees have equal opportunities to be recognized for their contributions

Based on the research showing a positive relationship between promotion and employee commitment, this study recommends that Hybrid Design Technologies in Ethiopia implement a clear and transparent career development plan for its employees. This plan could include opportunities for growth within the company, such as promotions, job rotations, and training programs. By providing employees with a clear path for advancement, Hybrid Design Technologies can increase employee motivation and commitment, as well as attract and retain top talent. Additionally, it is important to ensure that the promotion process is fair and based on merit, rather than favoritism or nepotism. This will help to build trust and confidence in the company's leadership and promote a positive culture of growth and development.

5.4. Contribution

The findings of this study have significant contributions that can be categorized under contribution to the body of knowledge, contribution to the practitioners and stakeholders, as well as the contribution to the policy makers and regulators. This research serves to offer valuable contributions to existing literature. First, this study has contributed to theoretically better understand the dynamics of employee motivation of Ethiopian context. Limitation and Future Area of The Study

This study has focused on Addis Ababa branches of Hybrid Designs. Thus, the results from this case might not be generalized to employees of Hybrid Designs out of the selected branches.

Therefore, future study should

- Carried out on sample of all company's branches to investigate their proper employee motivation.
- Focus on interview where the researcher can uncover the intention of the customer in addition to the quantitative measurement.
- A replica of this research can be carried out with longitudinal data and on a wider scale (nation-wide) so that cross-regional similarities and differences can be studied.
- The approach of this paper can be extended to analyze employee motivation by including variables such as culture, trust, and reward.
- A Comprehensive study of the employee motivation ecosystem can be conducted by concurrently analyzing the effect of individuals' perception, government regulations, infrastructure and organizational factors.

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ANNEX

Dear Sir/ Madam

This questionnaire was used for conducting research for the Partial fulfillment of master's degree in marketing management at St. Mary's University.

I, Arsema Mulugeta, with the guidance and support of my advisor I am here to conduct a research survey on the Topic: "Impact of Reward Management System Practice on Employee Motivation the Case of Hybrid Designs Plc"

This Questionnaire is designed in two parts. Part one is designed to collect general information and Part two is designed to find out "the role of Reward Management System Practice on Employee Motivation. I kindly request you to respond to all questions and be assured that there is no right or wrong answer. Your honest and full response is invaluable for the success and accuracy of this Study. I am very grateful for taking your time and I like to assure you that your response was kept confidential and will only be used for this Research purpose. You can contact me through

Thank you in advance,

Part I: General Information

In answering this part of the Questionnaire, please use a tick(x) mark in the respective box provided.

Gender	Male	<input type="checkbox"/>
	Female	<input type="checkbox"/>
Age Group	18-29	<input type="checkbox"/>
	30-39	<input type="checkbox"/>
	40-49	<input type="checkbox"/>
	50 and above	<input type="checkbox"/>
Academic Qualification	Certificate and below	<input type="checkbox"/>
	Diploma	<input type="checkbox"/>
	Bachelor degree	<input type="checkbox"/>
	Masters and above	<input type="checkbox"/>
Job Description	salesperson	<input type="checkbox"/>
	Clerical staff	<input type="checkbox"/>
	Line Manager	<input type="checkbox"/>
	Department head manager	<input type="checkbox"/>
Service Year	2- 5 Years	<input type="checkbox"/>
	Above 5 Years	<input type="checkbox"/>

No.	Payment	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	You are informed about the pay method in a visible manner.					
2	The basis of pay considers professional training, complexity of the job type, performance					
4	There is a reasonable amount of periodic wage increase compared to the work I do.					
6	Tasks completed and incentives are linked.					

No.	Promotion	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	There is an opportunity for advancement and promotion.					
2	Everyone's professional path is well communicated.					
3	Promotion is critical to increasing my work drive.					
4	I agree with the promotion criteria.					
5	Employees are promoted in a fair and transparent manner.					

No.	Recognition	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	For my hard effort, I am frequently praised.					
2	I'm open to hearing constructive comments on my work.					
3	For work that I do, I frequently and reasonably receive recognition.					
4	I frequently get comments on how well I'm doing and on the possibility of work improvement.					
5	For my hard effort, I received a written thank you note.					

No.	Benefits	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	In Hybrid Designs' benefit system, all employees are treated transparently and equally.					
2	My medical plan/benefit in the organization works well.					
3	I've never had any issues with scheduling my leave.					
4	My insurance plan/benefit has a bearing on my motivation.					
5	I believe that the benefit system in the organization is adequate for the work I perform.					

No.	Work content	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My work fascinates and pleases me.					
2	My job entails a wide range of responsibilities.					
4	The number of projects I'm working on is manageable with my time and ability.					
5	My work is completely within my control.					
6	I'm perfectly aware of my duties and responsibilities.					
7	When I do my work, I am entirely self-sufficient.					
8	In my work, there is a sense and procedure of accountability.					
10	My efforts contribute to the company's overall success and therefore I believe that I will not be fired without serious cause.					
11	I reasonably participate in the decision-making process.					

No.	Motivation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Overall, I'm pleased with my workplace.					
2	I've never considered working for another company as an alternative.					
3	I have no intention of leaving the company in the near future.					