



**St. Mary's University
School of Graduate Studies**

**Determinants of Employee Motivation: The Case of Ethiopian Electric Utility
South Addis Ababa District Customer Service Centers**

By: Goitom Melese

Advisor: Yibeltal Nigussie (Asst. Prof.)

*July, 2023
Addis Ababa, Ethiopia*

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**A Thesis Submitted to St. Mary's University School of Graduate Studies in Partial
Fulfillment of the Requirements of Master's Degree in Business Administration
(MBA)**

Advisor: Yibeltal Nigussie (Asst. Prof.)

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Declaration

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Yibeltal Nigussie (Ass. professor). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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Endorsement

This thesis has been submitted to St. Mary's University, School of graduate studies for examination with my approval as a University advisor.

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Abstract

The main objective of this study was to examine factors affecting employee motivation in Ethiopian Electric Utility south Addis Ababa district customer service centers. Quantitative research approaches and explanatory research design were used to investigate the relationship between determinant factors and employee motivation. Both primary and secondary data were collected from respondents (using questionnaire) and related literatures & books. To select representative respondents, the research used a probability sampling of proportional stratified sampling technique. Statistical Package for the Social Sciences (SPSS) version 23 was used to analyze the data and the study had 87.76% response rate. The finding shows that financial benefit has the highest mean value of 3.84. The correlation analysis also indicates that financial benefits, non-financial benefits, career development and working environment have strong positive and significant association with employee motivation. As per the regression analysis, all independent variables have strong positive and statistically significant effect on employee motivation and financial benefits has the highest standard β value of 0.506. Therefore; the managers of EEU south Addis Ababa district customer service centers should be aware that, financial benefits is the most significant in increasing their employee motivation. In addition, the department should further works on non-financial benefits such as recognition, career development, and working environment.

Key Words: Employee Motivation, South Addis Ababa, Ethiopian Electric Utility

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Abbreviations

EEU: Ethiopian Electric Utility

HR: Human Resource

HRM: Human Resource Management

NGO: Non-Governmental Organization

Chapter One

Introduction

1.1. Background of the Study

Organizations irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness (Armstrong, 2011). Nelson and Quick (2013) defined motivation as the process of arousing and sustaining goal-oriented behavior. They also described that the word motivation comes from the Latin root word ‘movere’ which means ‘to move’. Ran (2009) also generally defined motivation as the process that accounts for an individual’s intensity, direction, and persistence of effort toward attaining a goal. Motivation is also described by Elliot and Zahn (2008) as the strength and course of behavior.

Motivation is also defined as the process that accounts for an individual’s intensity, direction and persistence of effort toward attaining a goal (Page, 2008). According to Tosi, et al. (2000), motivation has both psychological and managerial meaning. The psychological meaning of motivation refers to the internal mental state of a person that relates to the initiation, direction, persistence, intensity and termination of behavior. The managerial meaning of motivation on the other hand deals with the activity of managers and leaders to induce others in order to produce results desired or outlined by the organization or by the manager which conforms to a relationship between motivation, ability and performance.

The staffs of any industry are key resources to that industry’s success. Human asset in the 21st century is considered the most important asset of any company (Hafiza, et al., 2011). Robbins, et al. (2009) also defined motivation as the willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need.

Kreisman (2002) also reported that the most valuable and volatile asset of any institution is a well- motivated and stable workforce which is competent, dedicated and productive. Since all organizations are concerned with what should be done to achieve sustained high levels of performance through people, it means giving close attention to how individuals can best be motivated through such means as incentives, rewards and importantly, the work they do and the

organization context within which they carry out that work cannot be understated (Armstrong, 2010).

Without increased motivation and morale of the employees, the organization risks losing valuable employees and will be at a disadvantage in attracting potential top talents (Dessler, 2003).

Motivation of employees in the work place still remains one of the sensitive subjects that determine the level of input that employees will put in the organization to commit to good performance. This means that motivation either intrinsic or extrinsic contribute to employee satisfaction and thus enhances performance and productivity (Bhattacharyya, 2007) and it is expressed by Lawler (2003) that in the twenty-first century, treating people right is not an option but a necessity. This was emphasized by Dreher and Dougherty (2002) that, the way a company manages its workforce determines its ability to establish and maintain a competitive advantage over other companies.

Since there is a wide variety of methods available for motivating staff, from recognizing the employee's achievements by simply saying "thank you" to more complex schemes which combine and set targets with fixed rewards (Torrington, et al., 2008), it will however look ridiculous for the team responsible for motivation in the mining companies to attempt to motivate their employees when they don't know what motivates the employees.

1.1.1. Background of the Organization

Ethiopian Electric Utility /EEU/, is a government-owned company, in charge of the distribution of electricity throughout the country, as well as the construction and maintenance of electric lines, energy management, the purchase of wholesale electricity, sales to customers, and the development of tariff proposals and implementation of the tariff which approved by the regulatory organ. The EEU's structure has been decentralized since 2018 in order to strengthen regional capacity for decision-making and implementation and to guarantee equitable distribution and access to power (EEU CSS, 2022).

Since the late 19th century, various efforts have been exerted in Ethiopia to increase the country's electric power supply and access at the national level. Ethiopian Electric Utility established

according to Council of Ministers Regulation No. 303/2014; and currently EEU is working to provide a quality, reliable and sustainable electricity to all consumers at affordable prices. In addition, it aims to become a competitive electricity service provider that will meet the economic and social needs of the middle-income nation in 2025. Accordingly, in order to make the distribution of electricity more accessible and equitable, the EEU has been decentralized since 2018, and the company is structured in 13 regions, 28 districts, and 600 customer service centers. Among these, Addis Ababa is one of the largest regions in the country in terms of the number of population served in. The region is further divided in to four districts; namely, West, East, North & South districts; the south Addis Ababa district has 8 customer service centers (EEU CSS, 2022).

1.2. Statement of the Problem

Motivation is very important for the managers and officers to know and understand why people behave differently at workplace and how to manipulate their behavior so that they exert their best efforts to achieve organizational goals. It is the goal of managers at every stratum to have employees motivated so that work can progress at desired rate, pace and time (Haque, et al., 2014).

In the HR literatures, it is widely recognized that promotion of motivation for workers in both private and public organizations leads to a higher quality of human resources and optimum performance (Opu, 2008). Highly motivated employees focus their efforts on achieving specific goals; they call in sick less frequently, are more productive, and are less likely to convey bad attitudes to customers and co-workers. They also tend to stay in their jobs longer, reducing turnover and the cost of hiring and training employees (Skrupak, 2016). However, employees' needs are diverse and in order to understand what really motivates them remains a challenge for most managers (Dobre, 2013).

It is known that problems that have been facing organizations due to unmotivated employees are absenteeism, turnover, job dissatisfaction, stress, low work performance and lack of organization commitments. In addition, EEU employees have been complaining about the inadequacy of the existing financial and non-financial rewards comparing with the work they are doing and with

other similar organizations operating in Addis Ababa. Several studies have been carried out on motivation and further research has been recommended on determinants of employee motivation at both the public and private sectors employees. In Ethiopian, the literatures reviewed shows that most of the studies were conducted on motivation in organizations other than EEU such as; Health sector (Abate, et al., 2012; Reda & Narula, 2017; Dagne, et al., 2015; Haso, et al., 2018; and Legesse, et al., 2017), Bank sector (Ali & Anwar, 2021), Ethio-telecom (Dubagus, et al., 2020), Revenue & Customs authority, Trade & industry (Reda & Narula, 2017), and Academic sector (Yizez, 2020).

However, in the best of the researcher's knowledge, no research has been conducted on determinants of employees' motivation of Ethiopian Electric Utility in general, and in south Addis Ababa district customer service centers in particular. This indicates that, little is known regarding the factors affecting employees' motivation in the Ethiopian Electric Utility thereby creating a nuance over the subject matter because motivation to enhance performance varies from person to person and from company to company (William, 2010). Thus, the aim of this study is to fill this research gap by investigating factors affecting employee motivation in Ethiopian Electric Utility south Addis Ababa district customer service centers.

1.3. Research Questions

To achieve the purpose of the study, the researcher formulated the following research question by relying on the background and problem statement of the study.

The main research question of this study is:

- ✓ What factors affect employee motivation in Ethiopian Electric Utility south Addis Ababa district customer service centers and to what extent they affect it?

Specific research questions for the study are:

1. How does working environment affect employee motivation in EEU south Addis Ababa district customer service centers?
2. How do financial benefits affect employee motivation in EEU south Addis Ababa district customer service centers?

3. How does career development affect employee motivation in EEU south Addis Ababa district customer service centers?
4. To what extent do non-financial benefits affect employee motivation in EEU south Addis Ababa district customer service centers?

1.4. Research Objectives

1.4.1. General Objective

The general objective of this study is to examine factors affecting employee motivation in Ethiopian Electric Utility south Addis Ababa district customer service centers.

1.4.2. Specific Objectives

- ✓ To examine the effect of financial benefits on employee motivation in EEU south Addis Ababa district customer service centers.
- ✓ To determine the effect of working environment on employee motivation in EEU south Addis Ababa district customer service centers.
- ✓ To identify the effect of career development on employee motivation in EEU south Addis Ababa district customer service centers.
- ✓ To examine the effect of non-financial benefits on employee motivation in EEU south Addis Ababa district customer service centers.

1.5. Significance of the Study

The aim of this study is to examine determinant factors affecting employees' motivation in EEU south Addis Ababa district customer service centers. Therefore this study will;

- ✓ Provides valuable inputs to EEU top management & HR department about the determinants of employees' motivation which could serve as a benchmark to evaluate the existing employee motivations methods; so as to achieve organizations' goal and make to efficient in developing a good organizational culture.
- ✓ Helps the EEU management to design their employee motivation strategies so as to retain, satisfy, and attract qualified employees since motivation has variety of effects

which may be seen in the context of an individual's physical and mental health, productivity, absenteeism and turnover.

- ✓ Also contribute to fill the literature gaps on the very interesting and attractive topic on employee motivation in developing countries which will be valuable to academicians, who may be able to find a useful research gaps that may stimulate interest in further research in future. Moreover, this study will be used as a baseline for further research.

1.6. Scope of the Study

This study has three delimitations; first, due to cost and difficulty to maintain large number of population throughout the four districts of Addis Ababa as study participant, geographically, this study is delimited to south Addis Ababa district customer service centers.

In addition, the study targeted only employees of south Addis Ababa district customer service centers as study population, and did not include employees of other districts' customer service centers in Addis Ababa, which is its methodological delimitation. Therefore, the findings might not be the reflection of employees of the whole customer service centers in Addis Ababa, as a region.

Finally, though there are other factors which affect employee motivation; such as, team work, HR policy, management style, supervision, job security, reward, and job rotation, which may affect employee motivation; conceptually; because of limited resources, the EEU perspective, and for a focused result, the researcher decided to examine the effect of work environment, financial benefits, career development, and non-financial benefits on employee motivation.

1.7. Organization of the Study

The study is organized in to five chapters. Chapter one provides a brief background to the study, discusses statement of the problem, basic research questions, objective of the study, significance and scope of the study and definition of terms. Chapter two presents related review of literatures followed by chapter three which presents the research methodology in which the research methods, data collection procedures, the sources of data and the methods of data analysis. The fourth chapter focuses on presentation, analysis, interpretation and discussion of the research

findings. Finally, chapter five provides summary, conclusions and recommendations of the study.

Chapter Two

Review of Related Literatures

This chapter contains concepts of employee motivation, theories of motivations, determinant factors associated with employee motivation, and based on previous literatures reviewed, the conceptual framework of the study together with the hypothesis is formulated.

2.1. Theoretical Literatures

2.1.1. Conceptual Definitions

Motivation is a way of creating high level of enthusiasm to reach organizational goals, and this situation is accommodated by satisfying some individual need. Basically, motivation refers to achieving organizational main goals by satisfying individual employee's needs or demands (Haque, et al., 2014).

Katzell & Thompson (1990) also defined work motivation as a broad construct pertaining to the conditions and processes that account for the arousal, direction, magnitude, and maintenance of effort in a person's job.

Organizations, regardless of industry and size, strive to create a strong and positive relationship with their employees. However, employees have various competing needs that are driven by different motivators. For example, some employees are motivated by rewards while others focus on achievement or security. Therefore, it is essential for an organization and its managers to understand what really motivates its employees if they intend to maximize organizational performance (Lee & Raschke, 2016).

2.1.2. Theories of Motivation

In any organization, be it private or government, motivation plays a key role in driving employees towards achieving their goals, organizational goals and to a certain extent the dreams of their nations (Badubi, 2004). According to Saif, et al. (2012), there are three main categories of motivation theories, namely;

Content Theories of Motivation

These theories identify the human needs and the way motivation can fulfill those needs. It includes; Maslow's hierarchy of needs, Herzberg's two-factor theory, Alderfer's ERG (Existence, Relatedness and Growth) theory, & McClelland's needs for achievement theory.

Process Theories of Motivation

Explain how motivation comes about and how it leads to satisfaction. It includes; Porter-Lawler's model, & Vroom's expectancy theory.

Contemporary Theories of Motivation

Which include; equity theory & goal setting theory.

2.1.2.1. Maslow's Hierarchy of Needs Theory

Maslow's Hierarchy of needs is one of the best known motivation theories in the world. Maslow starts with the idea that people always tend to want something and what they want depends on what they already have (Haque, et al., 2014).

According to Haque, et al. (2014) review, Maslow proposed that there are five different levels of needs people have to seek for satisfaction of their basic needs. These are;

Physiological Needs

The physiological needs involve those needs that every human being needs in order to exist. Such needs include the most basic needs like food, water, clothing and shelter. These needs are termed as the most important ones than others since all other needs are fulfilled once Physiological needs have been satisfied.

Safety & Security Needs

Once physiological needs are satisfied, Safety and security needs come into demand. These needs encompass Safety and security. Desire for protection from physical danger, health and well-being and economic security are examples of such needs.

Love & Belonging Needs

The fulfillment of physiological and the safety needs provide a room to the emergence of belongingness and love needs. It was stated by Maslow that people need to belong and be accepted among their social groups. They need interaction with others and to feel that they form a part of a community.

Esteem Needs

With esteem needs people desire to be respected, valued and appreciated. People admire to be regarded as useful and important in the community. Maslow grouped these needs into two categories, the first category being the need for competence and achievement or success while the second being category being the desire for reputation, prestige and recognition from others. Lack of these needs may cause inferiority, helplessness and weakness.

Need of Self-actualization

According Maslow, self-actualization needs is the highest level of needs in the hierarchy. They involve the desire of the individual to realize his own potential for continued self-development and creativity. This level was stipulated as the need to accomplish everything that one can, to become the most that one can be. I.e. it refers to the need of self-fulfillment and to the tendency to become actualized in what a person has potential.

Skipak (2016) yet argued that, Maslow's theory is still relevant for organizations today due to its implications for managers. It proves that, not all employees are driven by the same needs and that; the needs that motivate individuals can change over time. Managers should consider which needs employees are trying to satisfy and therefore structure rewards and other forms of recognition accordingly.

However, it has been criticized for its apparent rigidity and different people may have different priorities and it is difficult to accept that people's needs progress steadily up the hierarchy. In fact, Maslow himself expressed doubts about the validity of a strictly ordered hierarchy (Armstrong, 2006).

2.1.2.2. Herzberg's Two-Factor Theory / Motivator-Hygiene

Herzberg in his studies reported that there are certain factors in the workplace that cause job satisfaction, while there are other factors that cause dissatisfaction (Strong, 2015). As per his report, those factors that lead to job satisfaction are quite different from the ones that lead to job dissatisfaction. Herzberg referred these factors as motivators & hygiene.

Motivators

Motivators are related to the job content. They are intrinsic to the job itself and do not result from “carrot and stick incentives”. They comprise the physiological need for growth and recognition. The absence of these factors does not prove highly dissatisfying but when present, they build strong levels of motivation that result in good job performance. They are therefore called satisfiers or motivators. These factors include; achievement, recognition, advancement, the work itself, the possibility of personal growth and responsibility (Strong, 2015).

Hygiene

Hygiene factors involve company policy and administration, supervision, interpersonal relationships, working conditions, salary, status and security. They were regarded as basic needs (low level motivators) and for that matter, it is the responsibility of society's businesses and industrial institutions to provide for its people in order to self-actualize (Baah, 2011). Those factors are not strong contributors to satisfaction but must be available in order to meet the expectations of the workers and avoid job dissatisfaction (Skripak, 2016), (Saif, et al., 2012).

Herzberg theory is largely responsible for the practice of allowing people greater responsibility for planning and controlling their work, as a means of increasing motivation and satisfaction. The relationship between motivation and job satisfaction is not overly complex. The problem is many employers and managers look at the hygiene factors as a way to motivate when in fact, beyond the very short term, they do very little to motivate. Perhaps managers like to use this approach because the thinking is that people are more financially motivated than they are, or it takes less management effort to raise wages than it does to reevaluate company policies and redesigning jobs for maximum satisfaction. In seeking to motivate people, first management in organizations must identify and address things that make workers unhappy about the workplace

environment. Furthermore management has a responsibility to ensure that workers are treated fairly and with respect including helping workers to grow within their jobs and giving those opportunities for achievement (Strong, 2015).

Golshan, et al. (2011) also reviewed that organizations are increasingly applying Herzberg's two factor theory to create opportunities for "personal growth, enrichment and recognition" among their employees. Employees should be promoted after completing certain stages of their career and should receive recognition for special achievements - for example, when they produce exceptional results in their subject areas; on a more basic level, they should also be given responsibility to determine how to handle tasks that relate to their jobs.

2.1.2.3. Vroom's Expectancy Theory

The concept of the expectancy theory was first developed by Vroom and was published in 1964. Expectancy theory is a cognitive process theory of motivation that is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from that effort, and the rewards they receive from their effort and performance. In other words, people will be motivated if they believe that strong effort will lead to good performance and good performance will lead to desired rewards (Lunenburg, 2011).

According to Lunenburg (2011) review, expectancy theory is based on four assumptions (Vroom, 1964). The first assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. A second assumption is that an individual's behavior is a result of conscious choice. That is, people are free to choose those behaviors suggested by their own expectancy calculations. A third assumption is that people want different things from the organization (e.g., good salary, job security, advancement, and challenge). A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally.

The expectancy theory based on these assumptions has three key elements: expectancy, instrumentality, and valence. 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 (c) the value of the rewards is highly positive (valence).

Expectancy (Effort-Performance Relationship)

Expectancy is a person's estimate of the probability that job-related effort will result in a given level of performance. This is concerned with the individual's belief that a certain level of performance will result if there is a particular level of effort offered. This is the case for instance if the salesperson decides to work overtime to achieve his goals of selling more units provided that by doing so; he will be able to arrive to the desired goals. 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 a value of 1. Generally, employee estimates of expectancy lie somewhere between these two extremes.

Instrumentality (Performance-Reward Relationship)

This is concerned with the degree to which people believe that a particular level of performance will result to the attainment of a desired outcome. In this regard, it is assumed that, instrumentality will be high for a salesperson who believes that if he/she sells more units, then a bonus will be received while a situation will be opposite if it is believed that bonus will not be received even if extra units are sold. In other words, instrumentality is an individual's estimate of the probability that a given level of achieved task performance will lead to various work outcomes. As with expectancy, instrumentality ranges from 0 to 1. For example, if an employee sees that a good performance rating will always result in a salary increase, the instrumentality has a value of 1. If there is no perceived relationship between a good performance rating and a salary increase, then the instrumentality is 0.

Valence (Rewards-Personal goals Relationship)

This refers to the degree of valuation that people assign to various outcomes resulting from work since the outcomes have values attached to them. In other words, if the value of the outcomes received from performance is high, and then motivation will be high. This theory has been recommended by researches to be more realistic in explaining the concept of motivation at workplace as compared to content theories of motivation (Lunenborg, 2011). It shows that, employees do not act simply because of strong internal drives, unmet needs, or the application of rewards. Instead, they are rational people whose beliefs, perceptions, and probability estimates influence their behavior. Thus, from a management standpoint, the expectancy theory has some important implications for motivating employees. It identifies several important things that can

be done to motivate employees by altering the person's effort-to-performance expectancy, performance-to-reward expectancy, and reward valences.

Despite its relevance, this theory has been criticized on the grounds that effort alone may not necessarily result to effective performance since other factors such as the attributes of a person like personality, knowledge, skills as well as the way in which he/she perceives his role should not be ignored. For example, the prospect of promotion could be seen by a newly appointed employee as an attractive prospect (valence), but his expectancy of gaining promotion could be low, if he perceives that promotion is attained primarily on length of service. In such a situation, performance does not lead to rewards, so effort in that direction is not seen as worthwhile (Abonam, 2011). However, despite such criticisms, the expectancy theory has some important implications for motivating employees thereby resulting to high performance (Mathibe, 2008).

$$\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$$

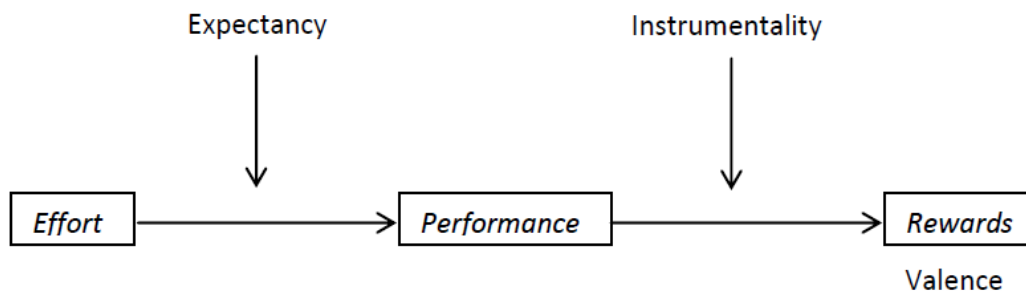


Figure 1. Expectancy Theory Model (Lunenburg, 2011)

2.1.2.4. Equity Theory

According to Adams's (1963) equity theory individuals are always motivated when they recognize that they are treated equitably as they compare themselves with others in the organization. Adams suggested that employees assess the fairness or otherwise of their rewards (outcomes) in relation to their effort or qualifications (inputs) and that they do this by comparing their own input/output ratio against that of other individuals. If the input/output ratio is perceived to be unfavorable, they will feel that there is reward inequity (Armstrong, 2014). Huseman, et al. (1987) also review that the equity theory draws from exchange, dissonance, and social

comparison theories in making predictions about how individuals manage their relationships with others.

The equity theory has proved to be useful since it makes a substantial contribution to our understanding of the motivation and performance as it focuses on individual's feelings about how the organization treats him or her fairly at workplace. However this theory has been criticized due to the fact that, creating equity in the workplace is rather difficult because it is human nature to overestimate one's inputs and outputs, while underestimating those of other people. This may lead to the wrong perception of inequity and cause resentment and demonization (Brevis & Vrba, 2014).

2.1.2.5. Goal Setting Theory

This theory was founded by Latham and Locke in 1979 and it states that motivation and performance are higher when individuals set specific goals, when goals are demanding but accepted, and when they receive the feedback on their performance. It also stress that goals must be clearly defined and employees must participate in setting the same so as have an agreement. It further affirms that getting the feedback is important for ensuring employee motivation, especially the achievement of even higher goals (Armstrong, 2010).

A more systematic way to utilize goal-setting is to apply management by objectives, which insist on employees' participation in setting the tangible, verifiable, and measurable goals. The corporate objectives of the organization are translated into specific objectives for each level (divisional, departmental, and individual). But because lower-unit managers jointly participate in setting their own goals, management by objectives works from the bottom up as well as from the top down. The result is a hierarchy that links objectives at one level to those at the next; and for the individual employee, management by objectives provides specific personal performance objectives (Robbins & Judge, 2005). This theory is of greater importance to organizations because it emphasizes on the important linkages between goals and performance.

2.1.2.6. Alderfer's ERG (Existence, Relatedness & Growth) Theory

Sulastri (2015) reported that the Alderfer's theory has three fundamental human needs: existence, relatedness, and growth.

Existence Needs

Existence needs or the need for existence include needs for basic necessities (physiological & physical safety needs). At the lowest level, individuals are concerned with physical survival and include the needs for food, water, shelter, and physical safety. Organizations can satisfy these needs through pay, fringe benefits, a safe working environment, and job security. Existence needs will live following Maslow's low level of requirements, which is about physiological needs and the need for security and Hygiene Factors from Herzberg.

Relatedness Needs

Relatedness needs are related to the need to interact with other people. This need is also in line with Maslow's social needs and Herzberg's hygiene factors. Relatedness needs involve interaction with other people and the satisfaction these social relationships bring in terms of emotional support, respect, recognition, and belonging. The relatedness needs can be satisfied on the job by interactions with co-workers and mentors and off the job by family and friends (Sulastri, 2015).

Growth Needs

Growth needs are the driving needs for a person to have self-development, personal growth and advancement. These needs are related with self-esteem and self-realization needs of Maslow and motivation factors from Herzberg. These needs can be satisfied by using our skills and abilities to the fullest. A job can satisfy growth needs if it involves challenge, autonomy, and creativity (Acquah, et al., 2021).

The ERG theory explains needs as a range rather than as a hierarchy; all the needs can influence us at the same time. Therefore, satisfaction of one set of needs does not automatically lead to the emergence of higher needs. However, frustration of the relatedness or growth needs can lead us to revert to the existence needs. Whereas Maslow believed that a person will persevere to satisfy a need, Alderfer suggested that a person will give up on that need and refocus attention on a more basic need. For example, if employees cannot find emotional support or recognition on the job (relatedness needs), they may demand higher pay or better health care coverage (existence

needs) as compensation for failing to satisfy the other needs (Sulastri, 2015), & (Acquah, et al., 2021)

2.2. Empirical Literatures

According to a study report conducted in Guwahati, India on determinants of employee motivation in Assam carbon products limited: a case study, salary increment, promotion, non-financial benefits, and leave have positive and significant effect on employees motivation (Bhuyan & Goswami, 2017).

A study conducted in Vietnam on Factors Affecting the Working Motivation of Employees at Accommodation Facilities in Danang reported that employee non-financial benefits ($\beta = 0.405$), working environment ($\beta = 0.350$), and salary & bonus ($\beta = 0.247$) have positive and significant effect on employee's motivation (Tan, et al., 2021).

A study conducted on determinants of employee motivation and its impact on knowledge transfer and job satisfaction in Pakistan reported that career development (training $\beta = 0.185$ and $p = 0.045$) has positive significant effect on employees' motivation. On the other hand, even though pay ($\beta = 0.001$ and $p = 0.995$) and non-financial benefits ($\beta = 0.060$ and $p = 0.498$) have positive effect on employees' motivation; it is not statistically significant (Zafar, et al., 2014).

Ghodrati & Tabar (2013) also reported in their study which was done on effective factors on employee motivation in Iran that, the effects of Good wages, appreciation for job well done, good working conditions, and promotions & growth in the company on employee motivation is positive and statistically significant.

According to a study conducted on determinants of job motivation among frontline employees at hospitals in Tehran, working environment (mean= 3.95), career development (mean= 3.75), non-financial benefits (mean= 3.75), and remuneration (mean=2.60) were factors which influence on motivation of frontline employees in descending order (Zarei, et al., 2016).

Other scholars also reported on their study which was done on factors affecting employees' motivation in Groz-Beckert, Vietnam that salary benefits ($\beta = 0.346$), career development/

training & promotion ($\beta=0.146$), and working environment/condition ($\beta=0.149$) have positive & significant effect on employee motivation (Le, et al., 2021).

According to the study conducted on employee motivation: a Malaysian perspective the six most effective motivating factors were high wages, good working conditions, career development/promotion, interesting work, and full appreciation of work done (Islam & Ismail, 2008).

Odukah (2016) also reported in his study which was done on factors influencing staff motivation among employees: a case study of equator bottlers (Coca Cola) Kenya that, employee performance recognition, working conditions, and training & personal development have positive and significant effect on employee motivation.

Another study conducted in Pakistan on factors affecting employee motivation towards employee performance: a study on banking industry of Pakistan reported that financial benefits, non-financial benefits, and job environment have positive and significant effect on employee motivation (Khan, et al., 2018).

A study conducted in Jimma Town, Ethiopia on Factors influence nurses' job motivation at governmental health institutions also reported that, financial benefits, career development, recognition, significantly associated with level of nurses' job motivation (Negussie & Oliksa, 2020).

According to a study done on Motivation and Factors Affecting It among Health Professionals in the Public Hospitals, Central Ethiopia, supervision, type of profession, job content, location of the hospital, and financial benefits were positively and significantly affected motivation of health professionals in Ambo, Gedo and Gindeberet hospitals (Dagne, et al., 2015).

Haso, et al. (2018) also reported in their study which conducted on Factors Affecting Motivation of Primary Health Care Workers in West Arsi Zone, Oromia Region, South East of Ethiopia that, working environment, management style, salary and qualification of the professionals were not significantly associated with primary healthcare workers' motivation.

A study done on Factors influencing work motivation of development agents: The case of Agarfa and Sinana Districts, Bale Zone, Oromia Regional State, Ethiopia also shows that, recognition,

incentive, Promotion avenues, working environment have significant and positive association with developmental agents (Bezu, et al., 2016)

Weldegebriel, et al. (2016) also reported in their study conducted Motivation of health workers and associated factors in public hospitals of West Amhara, Northwest Ethiopia that, staffing & work schedule, staff development opportunities, furnishing necessary materials, communication, and training were found to be significant predictors of health professionals' motivation scores.

2.3. Conceptual Framework

Conceptual framework is a consistently created, depicted, and explained affiliation among factors which identified through empirical findings. Based on the conceptual framework, the speculation is developed. This study has four independent variables (working environment, financial benefits (salary, & bonus), career development (training, promotion), and non-financial benefits), and one dependent variable (employee motivation). Therefore; the below conceptual frame work was developed.

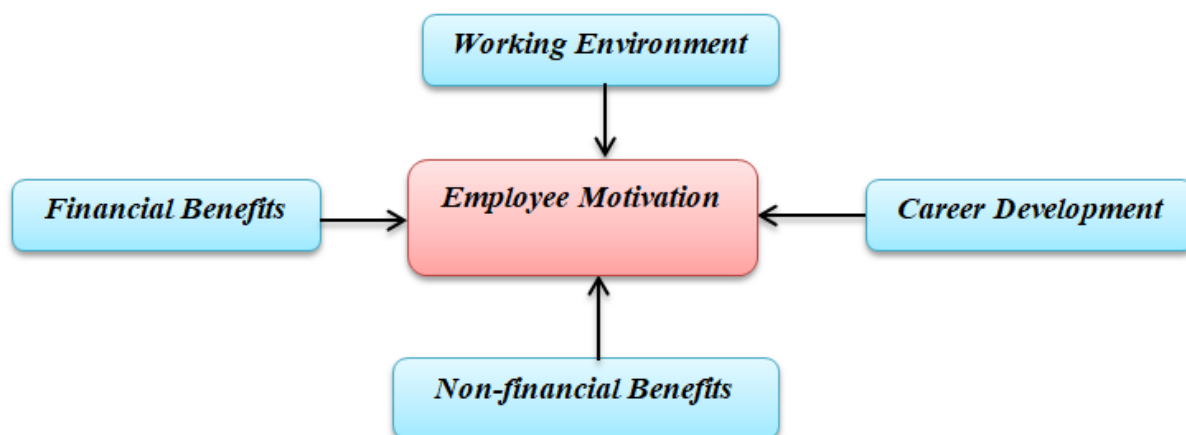


Figure 2. Conceptual Framework [Adopted from Tan, et al. (2021), Zafar, et al. (2014), Zarei, et al., (2016), Le, et al., (2021), Islam & Ismail (2008), Odukah (2016), Khan, et al., (2018), Bhuyan & Goswami (2017), and Ghodrati & Tabar (2013)]

2.4. Research Hypothesis

H₁: Financial benefits have positive and significant effect on Employee motivation.

- H₂:** Working environment has positive and significant effect on Employee motivation.
- H₃:** Non-financial benefits have positive and significant effect on Employee motivation.
- H₄:** Career development has positive and significant effect on Employee motivation.

Chapter Three

Research Methodology

This chapter covers research design, research approach, type of data that will be gathered, study population, sample size and sampling techniques, data collection procedures, data analysis, ethical consideration, and validity and reliability of the study.

3.1. Research Approach

This study used a quantitative research approach to examine factors affecting employee motivation. Quantitative research approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. In general, quantitative research is the systematic and scientific investigation of quantitative properties and phenomena and relationships (Bhattacharjee, 2012).

The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to natural phenomena. It usually starts a general statement proposing a general relationship between variables. Quantitative researchers favor methods such as surveys and experiments, and will attempt to test hypotheses or statements with a view to infer from the particular to the general (Bhattacharjee, 2012).

3.2. Research Design

To achieve the objective of the study, the researcher used an explanatory research design to investigate those factors affecting employee motivation, and the relationship between each independent and dependent variables.

According to Kothari (2004), a social research can be divided in three types, depending on its purposes. (1) Exploratory research; much of social research is conducted to explore a topic, that is, to start to familiarize a researcher with that topic. This approach typically occurs when a researcher examines a new interest or when the subject of study itself is relatively new. (2) Descriptive research; in this research the researcher observes and then describes what was observed. Because scientific observation is careful and deliberate, however, scientific descriptions are typically more accurate and precise than are casual ones. (3) Explanatory

research; is used to investigate relationships between certain causes and effects. Hypotheses are formed to reject or support the relationship. Descriptive studies answer questions of what, where, when, and how; explanatory studies address questions of why.

3.3. Data Types and Sources

To make the study complete and achieve its objectives, primary data were collected from various sources using data collection instruments and all sample respondents were the primary source of data.

3.4. Population

3.4.1 Source Population

The source population for this study was all employees of Ethiopian Electric Utility customer service centers in Addis Ababa.

3.4.2. Target Population

The target population of this study was all employees of the EEU south Addis Ababa district customer service centers. According to the human resource department of the district, there are a total of 403 employees who have been working in the 8 customer service centers of the district. The list of all employees was used as a sample frame to select representative sample of study participants.

3.4.3. Exclusion Criteria

Employees who have service experience of less than three months in the Ethiopian electric utility.

3.5. Sample Size Determination

Since the number of employees of the company are finite (403) and there is a sample frame, using the formula for finite population (Kothari, 2004), **196** employees was taken as representative sample.

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

- ✓ n = required sample size
- ✓ z = the value of standard variate at a given confidence level (95% CI) 1.96
- ✓ N = the population size
- ✓ p = the population proportion (0 .50)
- ✓ q = 1- p
- ✓ e = acceptance error (0.05)

The following table shows customer service center based distribution of the representative samples of employees.

Table 1. Sample Population Distribution among South Addis Ababa Customer Service Centers

3.6. Sampling Technique

<i>S.N</i>	<i>Service Centers</i>	<i>Total population (N)</i>	<i>Sample Size (n)</i>
1	Service Center # 3	53	26
2	Service Center # 4	45	22
3	Service Center # 5	62	30
4	Service Center # 6	44	21
5	Service Center # 7	49	24
6	Service Center # 8	55	27
7	Service Center # 9	54	26
8	Service Center # 10	41	20
<i>Total</i>		<i>403</i>	<i>196</i>

There are two known sampling techniques; probability sampling and non-probability sampling. The non-probability sampling is a method in which sampling units are taken purposely by the researcher whereas under probability sampling each sample units in the target population has an equal chance to be included in the sample (Kothari, 2004). The researcher used a probability sampling of proportional stratified sampling technique to select a representative sample population of the EEU's employees by considering each service centers as a "strata". In

proportional stratified sampling, the sampling frame is divided into homogeneous and non-overlapping subgroups (called “strata”), and a simple random sample is drawn within each subgroup in proportion to their size in the population (Bhattacharjee, 2012).

3.7. Data Collection Procedures & Instrument

Data collection was conducted by using a self-administered questionnaire. The questionnaire was carefully developed from previous related study in a way that used to measure the effect of the proposed independent variables on the dependent variable. This self-administered questionnaire was developed with a five point Likert scale. The type of questions, form, wording and sequences were also considered carefully.

The questionnaire has two sections. The first section covered the demographic profile of the participants. Such as; age, gender, service experience, educational level, and work position in the company. The second section was structured on a Likert scale of 1-5 to show their degree of agreement or disagreement to the sentences about the constructs under study. The questionnaires were evenly distributed throughout randomly selected permanent employees from March 01-31/2023.

3.8. Reliability and Validity

Reliability of questionnaires was checked by computing Cronbach’s alpha coefficients for each scale to determine the internal consistency of the instruments used in the study. According to Hair, et al. (1998), alpha coefficients ranges (< 0.6 is poor), (0.6 to < 0.7 is moderate), (0.7 to < 0.8 is good), (0.8 to < 0.9 is very good), and (> 0.9 is considered as excellent). The value of 0.60 is considered as in the lower limit of acceptability for Cronbach’s alpha. As per the finding, all variables in this study have Cronbach’s alpha value above 0.60 and the overall alpha value is 0.888 which shows the highly acceptability of the measurement scales used. The below table 2 has the details.

Table 2. Reliability Analysis

Reliability Statistics		
	Cronbach's Alpha	N of Items
Financial Benefits	.824	5
Working Environment	.820	5
Career Development	.692	5
Non-financial Benefits	.777	5
Employee Motivation	.603	5

Source: Survey Result (March, 2023)

Content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study. If the instrument contains a representative sample of the universe, the content validity is good. Its determination is primarily judgmental and intuitive. It can also be determined by using a panel of persons who shall judge how well the measuring instrument meets the standards, but there is no numerical way to express it (Kothari, 2004). The validity of this study, therefore; is as it was stated in the conceptual framework part; all the variables are adopted from previous research works.

3.9. Ethical Considerations

An official letter was written from St. Mary's University School of Graduate Studies to Ethiopian Electric Utility south Addis Ababa district customer service centers to get permission. In addition the entire study participants were informed about the purpose of the study and finally their oral consent were obtained before giving the questioner. The information provided by each respondent will be kept confidential and will only be used for research purpose.

3.10. Data Analysis

The study finding was analyzed using SPSS. The variables' reliability and validity of the constructs was verified, descriptive statistics for quantitative data (both univariate; frequency, and multivariate analysis, correlation) was analyzed and then linear regression analysis was done to examine the interdependence between dependent and independent variables.

Chapter Four

Data Analysis and Discussion

This chapter presents the finding and discussion of the study. Statistical Package for Social Science (SPSS) software version 23.0 was used for data analysis. To examine the influence of independent variables on employee motivation, correlation and regression analysis were conducted.

4.1. Response Rate

Out of 196 questionnaires distributed to employees, only 172 questionnaires were complete, valid and appropriate for analysis, which represent 87.76% valid response rate.

The finding shows that out of 172 respondents, majority (68.6%) of them was males and the remaining respondents were females. When we see the age group of study participants, 51.2% of respondents' age was in the range of 26-35 years old while only 2.3% of them were above 55 years old. Out of the 172 study participants, 32% of respondents were technicians while only 1.2% of them were managers. With respect to educational level, 47.7% of respondents were first degree holders while there were 6.4% of respondents who graduated with certificate. According to the finding, 54.7% of the respondents have been working in EEU for 11-15 years while 4.7% of them were working in EEU for 1-5 years. The below table 3 has the details.

Table 3. Demographic Characteristics

Item Description	Category	Frequency	Percent
Sex of Respondent	Male	118	68.6
	Female	54	31.4
	Total	172	100.0
Age	18- 25	29	16.9
	26-35	88	51.2
	36-45	43	25.0
	46-55	8	4.7
	>55	4	2.3

	Total	172	100.0
Service Experience	1-5	8	4.7
	6-10	27	15.7
	11-15	94	54.7
	16-20	34	19.8
	21-25	9	5.2
	Total	172	100.0
Educational Level	Certificate	11	6.4
	Diploma	48	27.9
	First Degree	82	47.7
	Master's Degree & Above	31	18.0
	Total	172	100.0
Work Position	Officer	41	23.8
	Casher	28	16.3
	Supervisor	33	19.2
	Technician	55	32.0
	Team Leader	6	3.5
	Forman	7	4.1
	Manager	2	1.2
	Total	172	100.0

4.3. Descriptive Analysis of Variables

Descriptive statistic of means and standard deviations were obtained from the independent and dependent variables. The descriptive analysis is used to look at the data collected and describe that information. Mean value provides the idea about the central tendency of the values of a variable. On the other hand, Standard deviation gives the idea about the dispersion of the values of a variable from its mean value. Mean scores is interpreted as follows; mean scores 4.51-5.00 is excellent or very good, 3.51-4.50 is good, 2.51-3.50 is average or moderate, 1.51-2.50 is fair, and 1.00-1.50 is poor. As the below table 3 shows, the mean score of all variables are in the good and moderate ranges and this implies that working environment, career development, financial

benefits, and non-financial benefits are important in determining employees motivation in EEU south Addis Ababa district. The overall survey indicate that independent variables effect on employee motivation with average mean scores of 3.4581 and SD = 0.598535.

Table 4. Summary of Descriptive Statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
Financial Benefits	172	3.8384	.74781
Working Environment	172	3.0698	.95893
Career Development	172	3.2686	.72269
Non-financial Benefits	172	3.0895	.72492
Employee Motivation	172	3.4581	.59853
Valid N (listwise)	172		

4.4. Correlation Analysis

Correlation is a measure of association between two variables and a positive value of 'r' indicates positive association between the two variables (i.e., changes in both variables take place in the stated direction), whereas negative a value of 'r' indicate negative association (i.e., changes in the two variables taking place in the opposite directions). A zero value of 'r' indicates that there is no association between the two variables. Accordingly, when 'r' is (+1), it indicates perfect positive association and when 'r' is (-1), it indicates perfect negative association (Kothari, 2004). Therefore; in order to examine the association between independent and the dependent variable, the researcher computed Pearson correlation. As table 8 shows, all independent variables are positively and significantly associated with employee motivation. Financial benefits ($r= 0.683$) have the strongest association with employee motivation followed by career development ($r= 0.547$), non-financial benefits ($r= 0.529$) and working environment ($r= 0.506$) respectively.

This implies that the EEU of south Addis Ababa district customer crevice centers employees who feel important and appreciated by the company are more motivated, having a great effect to

increase their motivation to work more, salary increment & bonus also play a significant role to motivate EEU staffs', the management is tries their best to improve the working environment of employees for better performance. In addition, there was also the practice of staff training and promotion in the organization is done fairly to encourage employees who have consistently performed. The below table 5 has the details.

Table 5. Correlation between the Independent variables & the Dependent variable

		Correlations				
		Financial Benefits	Working Environment	Career Development	Non-financial Benefits	Employee Motivation
Financial Benefits	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	172				
Working Environment	Pearson Correlation	.349**	1			
	Sig. (2-tailed)	.000				
	N	172	172			
Career Development	Pearson Correlation	.318**	.417**	1		
	Sig. (2-tailed)	.000	.000			
	N	172	172	172		
Non-financial Benefits	Pearson Correlation	.225**	.299**	.526**	1	
	Sig. (2-tailed)	.003	.000	.000		
	N	172	172	172	172	
Employee Motivation	Pearson Correlation	.683**	.506**	.547**	.529**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	172	172	172	172	172

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

4.5. Regression Analysis

4.5.1. Assumption Tests for Multiple Regressions

To confirm that the obtained data truly represented the sample and that the researcher has obtained the best results meeting the assumptions of regression analysis is necessary (Hair, et al., 1998). The assumptions for multiple regressions include; Linearity (the relationship between each of the predictor variables and the dependent variable is linear), Normality (the error, or residual, is normally distributed), Homoscedasticity, and Multi-collinearity (uncorrelated with the predictors/independent variables).

a. Multi- Collinearity

When there is a high degree of correlation between independent variables, the problem of what is commonly described is the problem of multicollinearity (Kothari, 2004). If tolerance value closed to 1 and VIF value is around 1 and not more than 10, it can be concluded that there is not multi-collinearity between independent variable in the regression model (Pallant, 2011). As the below table 5 indicates both the values of tolerance and VIF calculated for each independent variable on both regression analyses fulfills the criteria discussed above, which indicate the non-existence of multi-collinearity.

Table 6. Multicollinearity problem test of VIF and Tolerance

Coefficients^a			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Financial Benefits	.841	1.190
	Working Environment	.768	1.302
	Career Development	.633	1.581
	Non-financial Benefits	.714	1.400

a. Dependent Variable: Employee Motivation

b. Linearity

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. Linearity can easily be examined through residual plots (Saunders, et. al., 2009). The linearity assumption can easily be checked using scatterplots or residual plots: plots of the residuals vs. either the predicted values of the dependent variable or against (one of) the independent variable(s) (Hoekstra, et al., 2014). The scatter plots of standardized residuals versus the fitted values for the regression models were visually inspected from the below figure.

c. Homoscedasticity

Homoscedasticity is the assumption that the variance in the residuals (or amount of error in the model) is similar throughout the model. Visual examination of a plot of the standardized residuals by the regression standardized predicted value can be used to verify for homoscedasticity. The below figure 3 shows that the residuals are evenly distributed and the assumption test qualifies regression analysis.

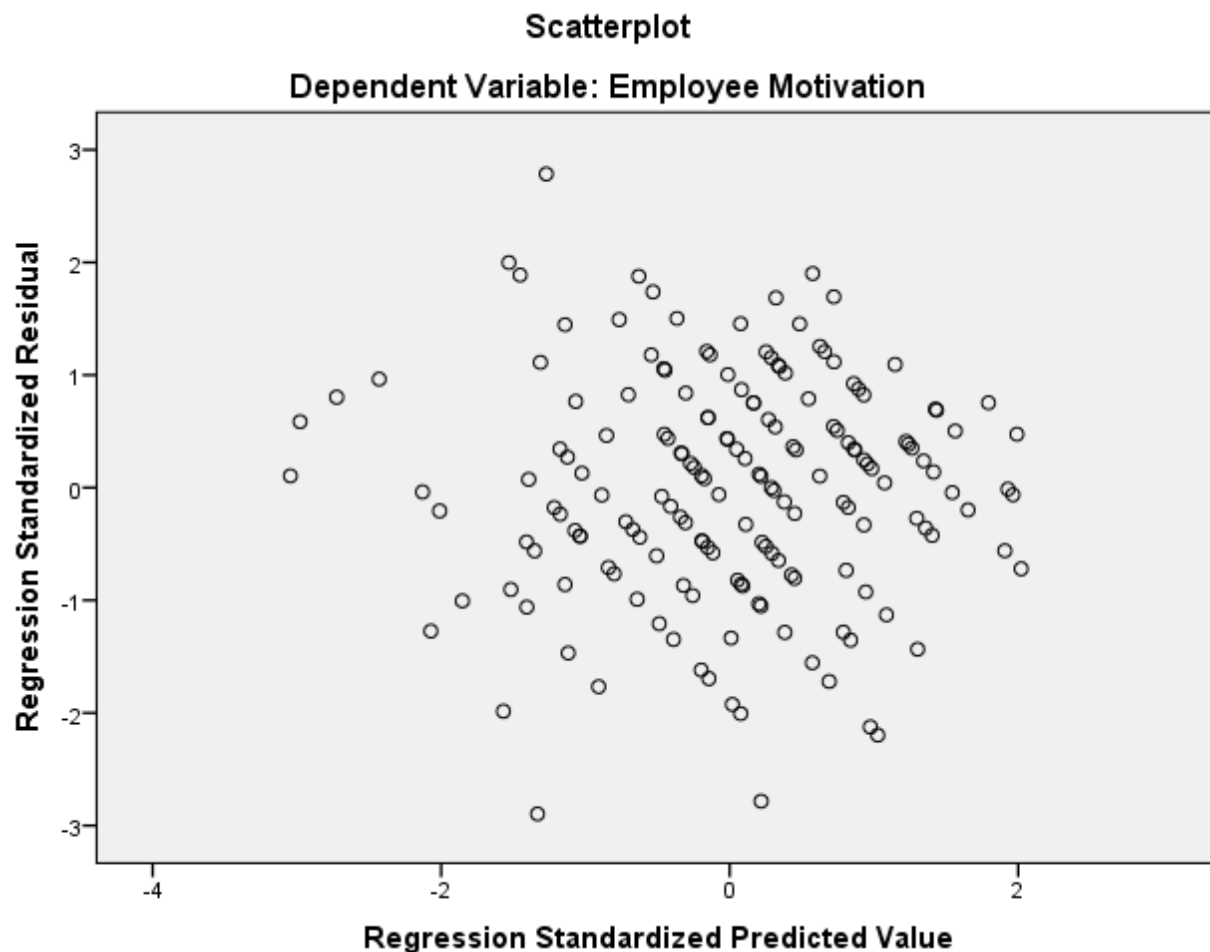


Figure 3. Linearity Scatter Plot of Regression Standardized Residual

d. Normality

Tests are based on the assumption of normality i.e., the source of data is considered to be normally distributed. Kurtosis is also used to measure the peakedness of the curve of the frequency distribution (Kothari, 2004). The index of skewness takes the value zero for a symmetrical distribution. A positive skewness value indicates right skew while a negative value indicates left skew. The kurtosis index measures the extent to which the peak of a unimodal frequency distribution departs from the shape of normal distribution. A value of zero corresponds to a normal distribution; positive values indicate a distribution that is more pointed than a normal distribution and a negative value a flatter distribution. As shown in table 7 below, all items show close to normal distribution considering the criteria proposed by George and Mallery (2010) of

Skewness and kurtosis values between -2 and 2. In general, the normal distribution makes a straight diagonal line, and the plotted residuals are compared with the diagonal (Hair, et al., 1998). Therefore; the data used in this study is normally distributed. According to the below diagnosis test preformed, there is no data problem that violates the assumptions of multiple regressions.

Table 7. Skewness and Kurtosis

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Financial Benefits	172	-1.089	.185	1.504	.368
Working Environment	172	-.157	.185	-.843	.368
Career Development	172	-.442	.185	.086	.368
Non-financial Benefits	172	-.043	.185	-.814	.368
Employee Motivation	172	-.403	.185	-.328	.368
Valid N (listwise)	172				

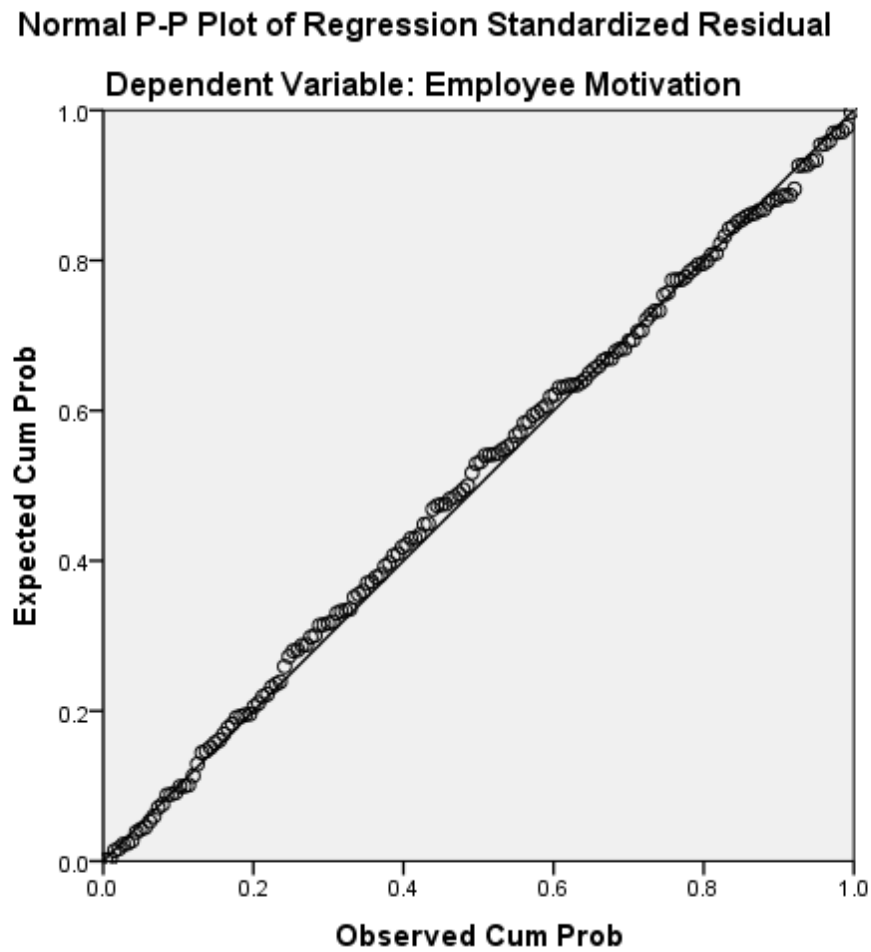


Figure 4. Normality Plot of Regression Standardized Residual

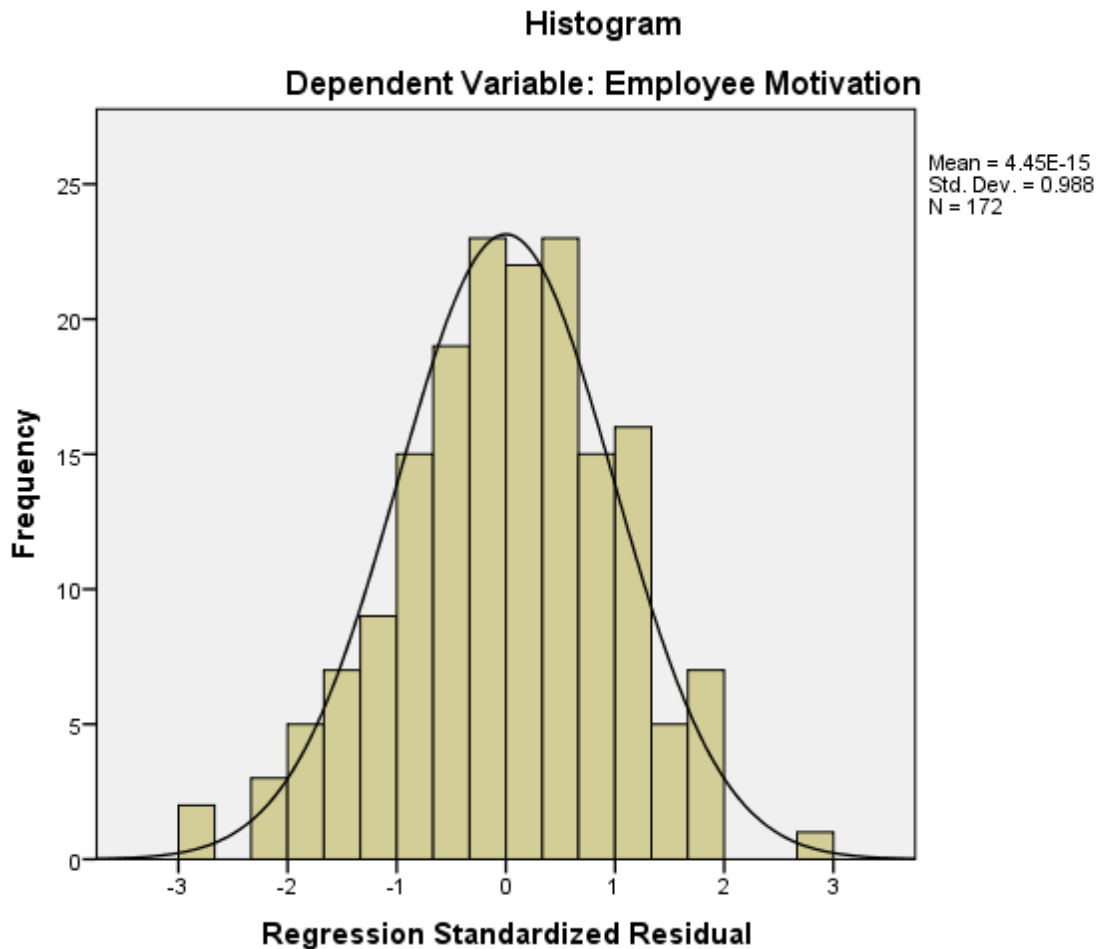


Figure 5. Histogram Plot for Regression Standardized Residual

4.5.2. Regression Result

According to Marczyk, et al. (2005), linear regression is a method to estimate or predict a value on some dependent variables given the values of one or more independent variables.

Multiple linear regressions was conducted to identify the relationship and to determine the variables that influenced employee motivation of EEU South Addis Ababa District Customer Service centers. In order to examine the effect that each factors has on the employee motivation, the researcher checked the Standardized Coefficients. Large values of the multiple regressions represent a large correlation between the predicted and observed values of the outcome. The coefficient of determination R^2 is a measure of how good a prediction of the criterion variable we can make by knowing the predictor variables. Adjusted R^2 is used to measure the percentage of

variance in the dependent variable explained by the independent variables. From the multiple regression equation, the standard regression coefficient (beta weight) is determined to compare the effect of each independent variable that had on the variability of employee motivation. As the below table 8 depicted, all independent variables (working environment, financial benefits, non-financial benefits, and career development) contribute to statistically significant effect ($p < 0.01$) on overall employee motivation.

Accordingly, 67.2% of the variation accounted for the dependent variable is due to the combined effect of the mentioned independent variables. But, sometimes R^2 tends to somewhat over-estimate the success of the model when applied to real world. Therefore; to see the success of our model in the real world, adjusted R^2 is more preferable than R^2 . Therefore; the variation explained by the regression of all the predictor variables on employee motivation is 66.4%.

Table 8. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820 ^a	.672	.664	.34676

a. Predictors: (Constant), Non-financial Benefits, Financial Benefits, Working Environment, Career Development

ANOVA tests whether the model is significantly better at predicting the outcome than using the mean as a best guess; specifically, the F ratio (systematic variation to unsystematic variation) represents the ratio of the improvements in prediction that results from fitting the model, relative to the inaccuracy that still exists in the model. The F ratio greater than one explains systematic variation is greater than unsystematic, in addition, the ratio also indicated whether the result of the regression model could have occurred by chance. In this study, the value of F ratio is 85.615 and is significant at 0.000. Therefore; it is possible to say the regression model adopted in this study could have not occurred by chance and a significant relationship was present. In other words, the regression model shows that there is significantly better prediction of employee motivation than if we used its mean value.

Table 9. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.178	4	10.295	85.615	.000 ^b
	Residual	20.080	167	.120		
	Total	61.259	171			

a. Dependent Variable: Employee Motivation

b. Predictors: (Constant), Non-financial Benefits, Financial Benefits, Working Environment, Career Development

As the below table 10 also depicted, the β values tell us about the relationship between employee motivation and each predictor. If the value is positive, we can tell that there is positive relationship between predictor and the outcome, whereas a negative coefficient represents negative relationship. As per the finding, the standardize beta values shows that all independent variables (financial benefits, non-financial benefits, working environment & career development) have strong positive and statistically significant effect on employee motivation. As per the finding, financial benefit makes the strongest unique contribution to employee motivation.

Since, coefficients of the predictor variables are statistically at < 5% level of significance, all alternative hypotheses are confirmed.

Table 10. Regression Analysis of Independent and Dependent Variables

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.410	.169		2.429	.016
	Financial Benefits	.405	.039	.506	10.466	.000
	Working Environment	.111	.032	.178	3.515	.001
	Career Development	.139	.046	.168	3.020	.003
	Non-financial Benefits	.226	.043	.274	5.226	.000

a. Dependent Variable: Employee Motivation

The objective of the regression in this study is to find such an equation that could be used to find the impact of predictors on dependent variable. The specified regression equation takes the following form:

$$\beta_0 + \beta_1 x$$

The specified regression equation for this study takes the following form;

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

In the above equation, predictor variables x_i may represent independent variables (Bhattacharjee, 2012).

Equation;

$$Y = \alpha + \beta_1 (FB) + \beta_2 (NF) + \beta_3 (WE) + \beta_4 (CD)$$

Where:

Y = Employee Motivation (EM)

FB= Financial Benefits

NF = Non-financial Benefits

WE = Working Environment

CD = Career Development

This implies that if there is a 1% change in the value of financial benefits, then employee motivation increases by 50.6% considering other factors remain constant. If there is a 1% change in the value of working environment, then employee motivation increased by 17.8% considering other factors remain constant. If there is a 1% change in the value of career development, then employee motivation increased by 16.8% considering other factors remain constant. Lastly, if there is 1% change in the value of non-financial benefits, then employee motivation increased by 27.4% considering other factors remain constant.

4.6. Discussion

The study finding shows that financial benefits such as bonus/incentives & salary increment have strong positive and significant effect on employees' performance of south Addis Ababa district customer service centers of EEU. This finding is consistent with the finding of Bhuyan & Goswami (2017), Tan, et al. (2021), Zarei, et al. (2016), Le, et al. (2021), Islam & Ismail (2008), Khan, et al. (2018), Ghodrati & Tabar (2013), Negussie & Oliksa (2020), Dagne, et al. (2015), and Bezu, et al. (2016) who generally reported that financial benefits significantly & positively affected employee motivation. But this finding is in contrary to the work of Zafar, et al. (2014) who reported that pay has positive but statistically insignificant effect on employees' motivation in Pakistan; and Haso, et al. (2018) who reported that salary was not significantly associated with primary healthcare workers' motivation in West Arsi Zone, Oromia Region, South East of Ethiopia. The possible reason for this contradiction is because those studies were performed in the working environments that differ from that of the current study. This is because what motivates people to work in one environment or organization sometimes could not motivate the employees in other work settings.

According to the finding, non-financial benefits; such as appreciation of work & recognition has a positive and significant effect on employees' performance of south Addis Ababa district customer service centers of EEU. This result is supported by Bhuyan & Goswami (2017), Tan, et al. (2021), Ghodrati & Tabar (2013), Zarei, et al. (2016), Islam & Ismail (2008), Odukah (2016), Khan, et al. (2018), Negussie & Oliksa (2020) and Bezu, et al. (2016) which shows in their report that non-financial benefits have positive & significant effect on employees' performance. On the other hand, this finding is argued by Zafar, et al. (2014) who reported that non-financial benefits has positive but statistically insignificant effect on employees' motivation in Pakistan.

The finding also shows that good working environment has a positive and significant effect on employees' performance. This result is consistent with the reports of Tan, et al. (2021), Ghodrati & Tabar (2013), Zarei, et al. (2016), Le, et al. (2021), Islam & Ismail (2008), Odukah (2016), Khan, et al. (2018), Dagne, et al. (2015), Bezu, et al. (2016), and Weldegebriel, et al. (2016) who reported that good working environment has positive & significant effect on employees' performance. This result is in contrary to the reports of Haso, et al. (2018) who argued that

working environment is not significantly associated with primary healthcare workers' motivation in West Arsi Zone, Oromia Region, South East of Ethiopia.

Last, but not least, career development; such as promotion, growth, & training, has also positive and statistically significant effect on employees' performance of south Addis Ababa district customer service centers of EEU. Therefore; these findings suggest that career development really affects the motivation of employees in an organization because they have a deeper and longer-term effect and inherent from the individuals. The finding is consistent with the findings of Bhuyan & Goswami (2017), Zafar, et al. (2014), Ghodrati & Tabar (2013), Zarei, et al. (2016), Le, et al. (2021), Islam & Ismail (2008), Odukah (2016), Negussie & Oliksa (2020), Weldegebriel, et al. (2016) and Bezu, et al. (2016) who reported career development has a positive and significant effect on employees' performance.

Chapter Five

Summary, Conclusion & Recommendation

Based on the analysis of the research data, interpretation and discussion of the results, this chapter presents summary, conclusion and recommendations.

5.1. Summary

The purpose of this research was to examine factors affecting employee motivation in Ethiopian Electric Utility south Addis Ababa district customer service centers.

Research questions were developed from research specific objective with the purpose of leading and constructing this study. For the purpose of answering those research questions a questionnaire was used. A probability sampling of proportional stratified sampling technique was used to select a representative sample population of the employees. Reliability test was done and Cronbach alpha values were checked to assure the internal consistency of the research instrument. As a result, the Cronbach alpha value of all variables was more than 0.6 which indicates that there is high internal consistency of the measurement scales.

As per the finding, majority (68.6%) of the respondents was male and 51.2% of respondents' age was in the range of 26-35 years. Out of the 172 study participants, 32% of respondents were technicians and 47.7% of respondents were first degree holders. The finding also shows that, 54.7% of the respondents have been working in EEU for 11-15 years while 4.7% of them were working in EEU for 1-5 years.

The correlation analysis shows that, all independent variables are positively and significantly correlated with employee motivation. Financial benefits; such as bones & incentives has the highest positive & significant association with employee motivation while working environment has the least association.

From regression analysis of independent variables (financial benefits, non-financial benefits, working environment, & career development) with the employee motivation, all variables have strong positive and statistically significant effect on the dependent variable. As a result, all

alternative hypotheses are confirmed. Finally, 66.4% of the variation accounted for employee motivation was due to the combined effect of all independent variables and β weight score indicated that the effect of financial benefits is greater than that of other independent variables.

5.2. Conclusions

The study aims to answer the research questions; How does working environment affect employee motivation? How do financial benefits affect employee motivation in EEU?, how does career development affect employee motivation in EEU? And to what extent do non-financial benefits affect employee motivation in EEU south Addis Ababa district customer service centers? As a result, finding shows that the effect of financial benefits on employee motivation is positive & significant. The researcher concluded that financial benefits such as annual bonus & attractive incentives are available in EEU of south Addis Ababa customer service centers.

The finding also shows that the effect of non-financial benefits such as recognition on employee motivation is positive & significant. So, the researcher concluded that employee recognition such as employee of the month awards, time and effort to nominate, and the right to select an award if he/s selected is implemented in the company.

As per the finding, career development such as growth, promotion & training has positive & significant effect on employee motivation. Therefore; we can decide that training & promotion programs are implemented in EEU of south Addis Ababa customer service centers. Finally, work environment also has positive & significant effect on employee motivation in EEU of south Addis Ababa customer service centers.

5.3. Recommendations

Based on the survey finding and conclusions made, the researcher recommendations following points to EEU human resource department and respective managers;

- ✓ Recognize and value employees' efforts and hence valuing the worth of the job they performed.
- ✓ Create an innovative, dynamic, and equally demanding working atmosphere in order to keep people engaged.

- ✓ Provide job descriptions that emphasize design investment, empowerment, and self-sufficiency.
- ✓ Develop criteria and utilize KPIs to analyze the responsibilities and capabilities of middle management workers, leading them into more effective contacts with lower-level employees and upper-level leaders as a solution for the training program aspect.
- ✓ Offer relevant solutions for increasing human resource quality by developing short-term courses for employees and developing appropriate training programs.
- ✓ Build payroll according to employees' capacity and contribution at each level.
- ✓ Clearly in the distribution of bonuses to employees who are active and have outstanding contributions and achievements in the month.
- ✓ Wages meet basic human needs and comply with the law on employees' basic salaries.

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Appendix I

Questionnaires

Dear respondent,

My name is Goitom Melese; I am doing my thesis for the fulfillment of a Master's degree in Business Administration (MBA). The objective of my thesis is to examine determinants of employee motivation in Ethiopian Electric Utility south Addis Ababa district customer service centers. The information you provided will only be used for the research purpose and it is strictly confidential. Please do not write your contact details on the questionnaire. Thank you for your cooperation.

Part I: General Information

Please Properly Encircle Your Choice.

1. What is your gender?
 - a) Male
 - b) Female
2. What is your age group in years?
 - a) 18-25
 - b) 26-35
 - c) 36-45
 - d) 46-55
 - e) >55
3. What is your service experience in EEU in years?
 - a) 1-5
 - b) 6-10
 - c) 11-15
 - d) 16-20
 - e) 21-25
 - f) >25
4. What is your educational level?
 - a) Certificate
 - b) Diploma
 - c) Bachelor Degree
 - d) Master's Degree
5. What is your current work position?
 - a) Officer
 - b) Cashier
 - c) Supervisor
 - d) Technician
 - e) Team Leader
 - f) Forman

g) Manager

h) Other_____

Part II: Questions Related to Determinants of Employee Motivation

Instructions: Please indicate your degree of agreement or disagreement against each question by encircling the appropriate number (where, 1: Strongly disagree, 2: Disagree, 3: Neutral, 4: Agree, and 5: Strongly agree).

S. N.	Factors	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Financial Benefits (Salary, Bonus)						
1	I believe EEU bonus payment system motivates the employee.	1	2	3	4	5
2	I believe EEU bonus payment system is relative to the challenge of job.	1	2	3	4	5
3	I believe my salary fair and in accordance with my work load.	1	2	3	4	5
4	EEU has uniform criteria for incentivizing employees.	1	2	3	4	5
5	I believe EEU salary package is attractive & competitive.	1	2	3	4	5
Working Environment (Type of job, Teamwork)						
1	The quality of the work environment influences my work motivation.	1	2	3	4	5
2	The nature of my job in itself influences me at my job.	1	2	3	4	5
3	I believe that the level of work for every employee is fair (not too much, not too little)	1	2	3	4	5
4	The necessary tools for my day to day duty are fulfilled.	1	2	3	4	5
5	The degree of trust in work place related with of my level of motivation.	1	2	3	4	5
Career Development (Training)						
1	In EEU, there is clearly stated and written employee career path	1	2	3	4	5
2	Training sessions that I attend are worthwhile and add benefit to my career path.	1	2	3	4	5
3	Employee empowerment and autonomy influence motivation	1	2	3	4	5
4	The company provides opportunities for employee's carrier growth and development.	1	2	3	4	5
5	If an employee has low performance, he/she will be given appropriate training.	1	2	3	4	5

Non-Financial Benefits						
1	EEU has uniform criteria for employee recognition.	1	2	3	4	5
2	Employee regularly receives recognition for their best work performance.	1	2	3	4	5
3	I believe best performer employee is well recognized in EEU.	1	2	3	4	5
4	I believe every employee knows the criteria & procedures of employee selection for recognition.	1	2	3	4	5
5	My supervisor recognizes the extra effort I put at work.	1	2	3	4	5
Employee Motivation						
1	I am doing my best for the achievement of EEU's goals.	1	2	3	4	5
2	I am willing to accept difficult responsibilities and to contribute more.	1	2	3	4	5
3	I am very concerned for EEU's resources and I strive to best use them.	1	2	3	4	5
4	I feel I am doing with the best organization and I am proud of being a member of the EEU.	1	2	3	4	5
5	I am willing to do more than is asked of me in my role.	1	2	3	4	5

Thank you for your cooperation!