ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

THE EFFECTS OF ORGANIZATIONAL TRANSFORMATION ON EMPLOYEES' MOTIVATION IN ETHIOTELECOM

BY

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April, 2014

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A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

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ACKNOWLEDGEMENTS

ABSTRACT

This study is about the assessment of the perceived effects of organizational transformation on employees' motivation in Ethio Telecom. It is a survey research. The target population of the study was professional employees of the company. A sample size of 357 out of 4,612 employees was taken. The relevant data was collected through survey questionnaire with stratified-random sampling technique for distributing the survey questionnaires. The main purpose was to collect data on intrinsic, extrinsic and transformational justice factors there to identify their effect on employees' motivation. The response rate for the study was 84% of the distributed questionnaires. The data was analyzed mainly by using descriptive statistics, correlation and regression analysis and the proposed hypotheses were tested and most of them were accepted. Major findings of the study revealed that the direction and impact of intrinsic, extrinsic and transformational justice factors on employees' motivation was positive and significant. Based on this the researcher concluded that intrinsic, extrinsic and transformational justice factors significantly predict the overall employees' motivation in the company and according to the descriptive analysis the overall employees' motivation in the company found at medium or average level. In addition, some recommendations that might enable organizational transformation to be effective in achieving organizational effectiveness and efficiency in the study company are presented based on the results of the study.

Key words: Transformation, Intrinsic Factor, Extrinsic Factor, Employees' Motivation.

ACRONYMS/ABREVATIONS

A=Achievement

W=Work it self

RS =Responsibility

CP=Company policy

RPS= Relationship with boss

SA =Salary

AD=Advancement

RC=Recognition

G=Growth

RPP=Relationship with peers

JS= Job security

WC =Working conditions

M=Motivation

TABLE OFCONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

This chapter deals with background of the study, definition of key terms, statement of the problem, research hypotheses, research objectives, significance of the study, scope of the study and organization of the study.

1.1 Background of the Study

Organization is a complex social system and is the sum of many interrelated variables such as people, structure, purpose and exist in order to provide satisfaction for their members there by to achieve objectives that could not be achieved by the efforts of individuals on their own i.e. an organization consists of individuals with different tasks attempting to accomplish a common purpose (Robins, 2001). During organizational survival, change is must and is connected with moving in accordance to the existing demand which is dynamic. Change could in different forms such as incremental, transitional or transformational aiming to discover new insights about various aspects, adapt new situations, use available opportunities and avoid expected risks there by leading to where wants to be. That is why organizations struggle with how to effectively implement different changes necessary to remain competitive.

Thus, frequent and often pervasive change is becoming a fact of life as organizations face increasing challenges in ever-more competitive environments. Most organizations are working in dynamic environments and experiencing change in many forms (Matthews, 2000). Hence, Organizational change could be in terms of new business strategy, restructurings, introduction of new policies, implementation of new technology, etc. and organizational transformation by its nature incorporates this all aspects of change. Organizational transformation is one among the strategies to deal with technological improvement, enlarged competitive force of globalization and demand for competence. According to Keller & Aiken (2008), a transformation program provides the opportunity to transform organizations from being reactive to a proactive one. Here, in dealing with organizational transformation care full attention has to be given for its implementation effectiveness. Therefore, organizations have to be careful and

inform all employees on change situations so as to have there more understanding of the purpose and the intent to achieve, the process, the strategies, and the like.

According Ugboro (2006), many organizations have move toward reliance on the policy and approach of transformation, however, the effectiveness of this approach, on the other hand, depends in part, on its impact on employees' work attitudes and behaviors. If change implementation ultimately depends on the attitudes and behaviors of organizational members, then it is important studying change with employees' motivation attributes. Schwaninger (2008) also stated that, creating and having well informed and motivated employees is one of the most important aspects in time of transformation.

Moreover, employees have to be well informed and involved in the process of organizational transformation in order to be the transformation successful resulting in quality service assurance. Duane and Michael (2005), stated that, to think about how customers of an organization can be satisfied the best way could be giving outstanding meaning to stakeholders' involvement which is crucial to organizations continued existence, competitiveness, and prosperity. Employees are among the stakeholders. Hence, modern organizations must understand how to involve and what motivates their employees if they are to remain competitive and effective with a successful change implementation. Change may help to stay updated and result in increased efficiency, use new opportunities, new innovations and improved attitudes. However, in many cases the language of change is understood as fear and failure as employees affected by different situations such as fear of failing in new tasks or not being able to adapt change, fear of layoff and associated effects on employees' morale (James, 2006). Moreover, John K. (1995) found that only 30 percent of change programs are successful.

Ethio Telecom has practiced different activities including employee downsizing in its transformation strategy implementation, hence, studying the transformation from employees' perspective will be important. Michal K. (2010) stated that a great amount of wealth occurs in a form of human capital. Therefore managing human resources plays a crucial role in a process of increasing companies' effectiveness. One of the most important functions of human resource

management is motivation. The importance of motivating people at work is noticeable at all levels of an organization.

Ethio Telecom's service quality depends on its employees' motivation to deliver to the customer. According to Akeel (2013), motivation of employees is very important as effective delivery of the service is dependent on the performance of its employees. Many factors of the organizational transformation have been found to influence performance of employees. Motivation is among them. Schwaninger (2006) found that, when employees have high job motivation, they are likely to show better adaptive responses to any change in an organization.

The Ethiopian Telecommunications Corporation (ETC) was, until December 2010, the sole telecommunication service provider in Ethiopia. It was replaced by Ethio Telecom on December 2, 2010. The new company is also fully owned by the state, but management was outsourced to France Télécom for two years. The government said that the management part was outsourced as ETC was not able to meet the demands of the fast growing country (Ethio Telecom company profile, 2013)

That is why organizational transformation in Ethio Telecom was launched with the aspiration to be aggressive world class operator to provide quality telecom services in the country going ahead with the needs and expectations of its customers. Hence, main objective of the management contract with France Telecom among others was to have a knowledge geared towards creating a world class Telecom service provider capable of rendering international standard services. Nevertheless, according to different studies and public opinions, customers are dissatisfied with Ethio telecom service provisioning and the company has been receiving many negative feedbacks. According Reporter (July 30, 2011), 'the challenges faced by Ethio Telecom and the customer dissatisfaction are increasingly worsening and for customers, the future is highly unpredictable'. This gap may be partly attributed to the effect of organizational transformation on employees' motivation, because, though, change is inevitable for companies that wish to stay competitive and be profitable, at the same time change impacts employee motivation and studying to which extent it does so, will be important. In ethio telecom there are issues related to clarity, professionalism, benefit packages etc. associated with transformational implementation.

Therefore, even though Ethio Telecom has sated ambitious objectives in its vision and mission, there is no proof whether employees of the company have indebted motivation towards the fulfillment of the objective or not that is why the researcher interested in studying Ethio Telecom's organizational transformation from employees' motivation perspective following the transformation.

1.2 Definition of Key Terms

As a result of severe competition between companies, increased customer expectations and volatile environment, there has been a growing interest in new management and service provision approaches such as organizational transformation that guarantees performance improvement and survival.

Organizational transformation: - refers to concepts about changes associated with structure, policy, procedures, way of operating systems, customer handling philosophy, technology implementation, benefit packages and the like (http://www.amazon.com accessed on oct.21, 2013).

Motivation: - refers to the forces within a person that affect his or her direction (Toward beneficial goal), intensity (How hard a person tries) and persistence (How long a person tries) of effort toward attaining a goal or to accomplish tasks assigned accompanied with the willingness to work or produce and this consists of key elements such as energy, direction and persistence. The concept in this study is all about assessing whether employees in the company are motivated and equipped with above key elements of motivation after transformation using different factors such as Herzberg's hygiene-motivator model, transformational justice and general motivation scale factors.

Motivators (intrinsic factors): - Factors characterizing on the job content and led to extreme employees' motivation (factors that are intrinsic and related to Satisfaction or motivation which include achievement, advancement, work itself, recognition, responsibility and growth)

De-motivators(extrinsic or hygiene factors):- Factors characterizing on the job context and led to extreme employees' de-motivation (factors that are extrinsic and related to dissatisfaction or de-motivation which include company policy, relationship with peer, relationship with boss, job security, salary and working conditions)

Downsizing: - refers to reducing number of employees or layoff as a result of organizational transformation implementation in the study organization.

Survivors: - refers to employees who remain in the study organization after transformation practiced accompanied with employee downsizing takes place.

*Transformational (procedural) justice***: -** refers to general philosophy of fairness, clarity, indiscriminating practices and relating concepts during and after the transformational implementation.

1.3 Statement of the Problem

The growing complex and volatile business environment, rapid technological change and increasing use of technology, force organizations to arrange themselves with the go-ahead changes; so as to be competitive enough and competent in their overall performance. Organizational transformation helps to adapt with such dynamic changes takes place both locally and globally time to time. Organizational transformation is the action taken by a company to improve organizational efficiency, enhance competitiveness as well as productivity through being responsive to new economic environments. Hence an organization should be responsive to changes and use its resources efficiently to get the competitive edge (Buyens, 2004).

Naturally, organizational changes are usually done on long-term basis affecting organizational mission, procedures of work settings and roles of individuals within an organization, etc and important thing relating to this is that, it is part of organizational life to survive and prosper in ever changing world dynamics of intense competition, constant innovative scientific progress, and rapid communication. During change management employees need to be put first, because the most challenging and important part is, directing employees to the same direction for successful outcome. Sidikova (2011) found that workers are significant and vital sources of competitiveness and since loyal and committed workers are the key sources of success for an organization to achieve its objectives, workers should be motivated as job motivation is an important determinant of their performance at the work place.

Literatures in company transformation accompanied with employee downsizing, have common idea that the process negatively affects motivation of employees on the work. According to

(sidikova, 2011), change is inevitable for companies that wish to stay competitive and be profitable and being an essential part of an organization. However, according to James (2006), the language of change in many cases is understood as fear and failure and employee motivation to face change can be affected with different factors.

EthioTeleecom practiced transformation accompanied with employee downsizing and implemented new job assignments, new work procedures, new technology systems, new benefit packages, new customer handling practices and the like as a result of its organizational transformation. Such new mechanisms of service delivering will be successful among others when employees have motivation to accomplish the implementation. However, according to Chipunza (2009), organizational transformation does not necessarily bring positive result to the respective organization because, employees who remain after downsizing are not given much attention, while the achievement of new strategic goals depends on the survivors' positive attitudes, persistent commitment and high motivation.

Kusum (1998) has also compiled that the process of organizational restructuring and employee downsizing in an organization leads to an objective to increase efficiency and reduce costs but negatively affects the job satisfaction of survivors. Moreover, Quinlan (2007) also addressed that organizations use the strategy of restructuring and downsizing employee to reduce workforce of the company to increase profitability, while the results have adverse effect on workers job satisfaction and well beings on the survivors after the process.

The researcher here in this study wants to assess employees' motivation as Ethio Telecom's organizational transformation may has effects on its employees' motivation. In order to achieve the intended objectives of the organizational transformation, the researcher believed that, arranging the transformation in harmony way with employees' motivational attributes; has paramount importance. Fair and indiscriminating practices, two-way and honest communication at all times and informed employees about the long-term goals of the organization with constant and clear communication are pervasive to build trust and credibility which work to the organization's advantage in the long-term.

Organizational transformation in Ethio Telecom has been launched with the aspiration to use the current technology with educated work force there by to improve both internal and external customer satisfaction and such ambitious objective to be achieved has to be attributed with high employees' motivation. However, there is no confirmation whether the transformation created positive effect on the employees motivation or not, which in turn has long-run effect on the overall future company's performance. Ethio telecom has initiated new strategies to provide solutions to its customers and enhance satisfaction, as a result of its transformation from the former Ethiopian Telecommunication Corporation to Ethio telecom as of December 2010 as France Telecom takes over the management. Nevertheless, according to different studies and public opinions, customers are dissatisfied with Ethio telecom service provisioning and the company has been receiving many negative feedbacks. Thus, purpose of this study was to examine the effects of the organizational transformation on employees' motivation in Ethio Telecom which is important, because, there seems a gap between customers' expectation (both internal and external) and outcome of the transformation and this may attribute partly to effect of the transformation on employees' motivation creating a problem to deliver the service. According Reporter (July 30, 2011), 'the challenges faced by Ethio Telecom and the customer dissatisfaction are increasingly worsening and for customers, the future is highly unpredictable'. Bomela (2007) found that, downsizing has negative effects on both affected employees and survivors and if not well managed could lead to negativity feeling among survivors and resulted in low morale, low motivation and lack of trust.

1.4 Research Hypothesis

Hypothesis is alternative assumption to be verified during the study. Following are the hypothesis the researcher developed for this study.

H1: There is positive relationship between transformational justice factors and employees' motivation in the company.

H2: There exists positive relationship between motivators and employees' motivation.

H3: There exists positive relationship between de-motivators and employees' motivation.

H4: Transformational justice, Hygiene and Motivator factors significantly explain the variance in employees' motivation in the company.

H5: the impact of motivator factors on employees' motivation is greater than the impact of hygiene factors in the company.

H6: Employees' motivation will vary significantly depending on each demographic variable in the company.

1.5 Research objectives

The study has the following general and specific objectives.

General Objective:

The general objective of this research is to identify effects of organizational transformation on employees' motivation in Ethio Telecom. Number of aspects of employees' motivation related to the transformational implementation has been identified in the literature, and this study aims to examine these concepts in line of the recent organizational transformation undertaken in the study organization.

Specific objectives are:

- To investigate how employees' perceive the organizational transformation.
- To examine employees' motivation status after transformation in the company.
- To assess the relationship of motivational factors with employees' motivation after transformation in the company.
- To investigate the motivation difference/similarity among different demographic variables in the company.
- To indicate the impact of *Transformational justice,* Hygiene and Motivator Factors on employees' motivation in the company.
- To draw lessons and forward recommendations based on the findings of the study.

1.6 Significance of the study

Findings of this study have benefits to different stakeholders, those are, the case organization, the government, other organizations, future researchers, employees and customers. Therefore, this study's outcomes benefit:

- The case company, to know the employees motivation level after organizational transformation and factors affecting employees' motivation there by to evaluate its employees' handling mechanisms.
- The government, to know partly how the newly transformed company's activities being going on in line with the targeted goals and objectives of the government.
- Other organizations, since they can share experience from the case company and

- The future researchers to use this research out come as a base to investigate more about organizational transformation and associated effects being practiced by the company.

1.7 Scope of the study

Scope of the study refers to the parameters in which the study is operating (in making it as clear as possible). Though, Ethio Telecom has undertaken different organizational changes as a whole, this study is limited to Addis Ababa. More over the transformation affect different stakeholders but the researcher here concentrate to the effect on employees' motivation mainly due to time and resource constraints to cover the whole transformational effect.

1.8 Organization of the study

The study report is organized in five chapters. Chapter one is introduction, which includes background of the study, definition of key terms, statement of the problem, purpose of the study, research hypothesis, scope, significance, limitation and organization of the paper. Chapter two is related literature review, Chapter three is Research design and methodology; Chapter four is about data analysis and interpretation while Chapter five is about summary of findings, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

Related literature review is just the written information that could have a relation or relevance to the specific topic of the study. This will support and inform the subject the study is covering. Therefore, this chapter presents the concepts about organizational transformation, motivation, and related contents.

2.1 Concepts and definitions

Most organizations are working in dynamic environments and experiencing change in many forms (Matthews, 2000). Hence, Organizational change could be in terms of new business strategy, restructurings, introduction of new policies, implementation of new technology, etc. All over this study, the operational definition of 'effects of organizational transformation' is related with the changes associated with different factors of motivation as a result of organizational transformation which in turn affect employees' motivation in the company.

Transformation may help to stay updated resulted in positive effects such as increased efficiency, exploit new opportunities, new innovations and improved attitudes. However, it may also result in negative effects such as fear and failure depending on its implementation and end result. According to sidikova, (2011), there are three types of changes. They are transactional, transitional and transformational. Transactional deals with only need of minor interventions, Transitional deals with more complexes with more detailed planning and expertise and transformational change requires redesigning the entire organization, especially the fundamental beliefs and norms, in order to adapt to global business demand. In this research, the case company here in this study is going through transformational change.

Transformation implies a fundamental change of makeup that orients an organization in a new direction. Ranft (1999) and Quinlan (2007), found that organizational transformation which takes place to meet changes in the external and internal environment, commonly cause significant changes to work processes, job descriptions, training and support programs, policies, structure, etc and can lead to a degree of ineffectiveness as the new system is implemented. Hence,

examining the effects of organizational transformation (which includes downsizing in case of this study) on individuals who remain with the company becomes important.

Motivation is the process by which a person's efforts are energized, directed, and sustained toward attaining a goal and this consists of key elements such as energy, direction and persistence. O'Brien (2003, p.15), defines motivation as "the act of giving somebody a reason or incentive to do something." Motivation is a multi-dimensional concept which could be affected with different factors. In this study focus is given to concepts of organizational transformation and associated effects on employees' motivation through examining different motivational factors. Motivation is strongly tied to job satisfaction, the more satisfied employees are with their jobs; the more motivated they will be to do their jobs well (Robbins, 2001)

Hence, in this study, motivation and job satisfaction are linked and the researcher opines that the operational meaning of motivation, job satisfaction and employees' motivation are more or less similar and could be used interchangeably.

2.2 Motivation

Motivation plays a vital role in achieving goals, to gain positive perspective, creates the power to change, and gives confidence, it helps in building self –esteem. To improve productivity and assure quality services, positive motivation philosophy and practices plays very important role in an organization capability (John Stredwick, 2005). Hence, motivation is an important driver in an organization and is crucial to the management of intellectual capital. 'There is an old an old saying you can take a horse to the water but you cannot force it to drink; it will drink only if it is thirsty-so with people. There will be gap between an individual's actual states and some desire state and managers try to reduce this gap. In effect this means to reduce and manipulate this gap is motivation' (http://www.accel-team.com/motivation/ accessed on oct.12, 2013).

Motivation underlies what employees choose to do, how much effort they will put into accomplishing the task, and how long they will work in order to accomplish it. Employees who are motivated will work more effectively and efficiently and shape an organization's behavior. According to Robbins (2001), Abraham Maslow's hierarchy of needs, Frederick Herzberg's study of hygiene and motivational factors, Douglas McGregor's Theory X and Theory Y, Victor

Vroom's Expectancy Theory, J. Stacy Adam's Equity Theory, and   BF Skinner's Reinforcement Theory are some of the important motivation related theories having their own contribution to the area.

2.2.1. Theories of motivation

There are numbers of motivation theories that influence the way organizations manage employees and can help for managers to understand how to motivate their employees to have a motivated work force. These theories attempt to explain why people behave the way they do and advice on factors and strategies to motivate and get the best out of employees (Kwasi D., 2011).

A) Early Theories of Motivation

Those theories are important because they laid down a foundation from which contemporary motivation theories were developed and many practicing managers still use them.

Maslow's Hierarchy of Needs:
This theory's central theme revolves around the meaning and significance of human work in which behavior dominated by the unsatisfied needs and when one need is satisfied people aspires for the next higher one. According to him motivating a worker at different position, job type and conditions needs different mechanisms. Lower level needs are predominantly satisfied externally while higher order needs are satisfied internally. Maslow theory says that once a need is substantially satisfied, an individual is no longer motivated to satisfy that need. Therefore, to motivate someone, you need to understand what need level that person is on in the hierarchy and focus on satisfying needs at or above that level (Robbins, S.P., 2001),

ERG Theory:
Alderfer (1969) said there are three groups of core needs: existence, relatedness, and growth. It was called ERG theory. The existence group is concerned about providing the basic material. The relatedness group is concerned about personal relationships and the last group is growth needs concerned about intrinsic desire for personal development. ERG theory is similar to Maslow's hierarchy of needs in many ways. However, there are important differences such as Alderfer said sometimes multiple needs could also be operating as motivators and sometimes people need the higher level before the lower level depending on each situation and each situation is different (Wren, 1995).

Theory X and Theory Y

This theory is about managers' and supervisors' attitudes toward employees, and that attitude's effect on workplace motivation. Theory X believes that employees naturally dislike work, responsibility and are lazy averagely. Here, managers must closely control and direct their activities by using threats and punishment i.e. the stick and carrot management approach. On the other hand, Theory Y, which is a sharp contrast to theory X, believes that employees naturally enjoy working and want to be productive. They do not need control, managers must trust them to get the job done, as motivation for these employees is the harder they work, the more pay or promotion. Hence, Theory X and Theory Y are different from basic assumptions regarding human needs and behavior. Therefore, Understanding people's needs and behavior becomes an important skill all managers need to develop (Pattarinee P., 2002),

Herzberg's Theory:

Herzberg's two-factor theory also called motivation-hygiene theory proposes that intrinsic factors are related to job satisfaction while extrinsic factors are associated with job dissatisfaction. Robbins, S.P. (2001)),stated that, according to Herzberg's theory people works first and foremost in their own self-enlightened interest, for they are truly happy and mentally healthy through work accomplishment.

Herzberg's theory is based on two distinct sets of factors that influence motivation: Basic factors influencing job dissatisfaction, which include pay, organization policies, working environment, job security and the satisfaction with supervision as well as motivating factors influencing job satisfaction, which include recognition, promotion, achievement, and the intrinsic nature of the work and responsibility. Herzberg considered job factors such as pay, status, working environment, job security and interpersonal relations as extrinsic factors. These factors have a disrupting effect in that employees will become dissatisfied with their jobs when these needs are not adequately met but if satisfactory their motivational effect is limited. On the other hand, factors such as the work, recognition, feeling of achievement, opportunities for growth and advancement are known as intrinsic factors Wong,Siu and Tsang (1999). According to Pattarinee P.(2002), Herzberg's theory is more applicable and relevant than Maslow's, in view of changes in customer expectations and the concept of quality.

Three- Needs Theory

This theory is proposed by David McClelland and his associates, which says there are three acquired (innate) needs that are major motives in work. These three needs are the need for achievement, -which is the drive to succeed and shine in relation to a set of standards; the need for power, -which is the need to make others behave in a way that they would not have behaved otherwise; and the need for affiliation -which is the desire for friendly and close interpersonal relationships (Robbins, S.P., 2001).

B) Contemporary Theories of Motivation

There are new theories that are being adopted in today's contemporary and modern workforce.

Goal-Setting Theory

In 1960's, Edwin Locke put forward the Goal-setting theory of motivation. This theory states that goals indicate and give direction to an employee about what needs to be done and how much efforts are required to be put in. Goal setting theory is a technique used to raise incentives for employees to complete work quickly and effectively and leads to better performance by increasing motivation and improving the feedback quality.

Reinforcement theory

Reinforcement theory of motivation states that individual's behavior is a function of its consequences. Individual's behavior with positive consequences tends to be repeated, but individual's behavior with negative consequences tends not to be repeated. Managers use Positive and negative Reinforcement as well as Punishment and lay off. Reinforcement theory explains in detail how an individual learns behavior. Managers who are making attempt to motivate their employees must ensure that they do not reward all employees simultaneously. They must tell the employees what they are not doing correct. They must tell the employees how they can achieve positive reinforcement.

Expectancy Theory

This theory stresses and focuses on outcomes, unlike Maslow and Herzberg. The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the relevance of the outcome to the individual. Here, employees' motivation is an outcome of how much an

individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality). Thus, the expectancy theory concentrates on the following three relationships: Effort-performance relationship, Performance-reward relationship and Rewards-personal goals relationship. Vroom's view was that employees consciously decide whether to perform or not at the job. This decision solely depended on the employees' motivation level which in turn depends on three factors of expectancy, valence and instrumentality.

Equity Theory:

The equity theory of motivation assumes that individuals are strongly motivated to maintain a balance between what they perceive as their inputs, or contributions, and their rewards. The theory focuses on the exchanges that take place between the organization and the individual, in terms of input, such as effort, and output, such as pay, promotion. A perceived equity or inequity results when a person compares input and output with others Wren (1995).

2.3 Summary of Some Major Motivation Theories

The motivation theories try to figure out what motivates a Person. Motivating people with visionary and shared goals, interesting work, and growth and development is more favorable than motivating through tactics, incentives or manipulation through simple carrot and stick approaches. Motivation is the driving force behind human behavior. Motivated people are those who made a conscious decision to devote considerable effort to achieve something that they value. What they value will differ greatly from one individual to another. There are a variety of ways to motivate people, including the fear of losing a job, financial incentives, self-fulfillment goals and goals for the organization or groups within the organization etc. Motivation theories can be classified broadly into two different perspectives: Content and Process theories. (See appendix C).

2.4 Organizational Transformation and Its effects on Motivational Factors

It is obvious that Organizational Transformation directly or indirectly affects all the concepts, factors and techniques of employees' motivation in general and factors of hygiene-motivator factors in particular. Hammer and Champy (1993) argue that once the implementation of organizational transformation is started, there is no way that the old practices will be kept along

with the new one. Hence, there should be a sort of fundamental transformation in the organization implementing the organizational transformation in terms of its structure, processes and procedures, people, technology use, working environment, individuals' role, positions, compensation policies, company policies and etc. For example, employee working with higher position prior to organizational transformation may turn to be in lower position and viscera, existing working processes, benefit and compensation packages, controlling mechanisms , communication systems etc being changed as a result of organizational change implementation.

Quinlan (2007), found that organizational transformation commonly cause significant changes to work processes, changes to job descriptions, changes to training and support programs, changes to policies, change to structure, etc and can lead to a degree of ineffectiveness as the new system is implemented, and new informal patterns of communication between workers will develop to fill gaps resulting from the changes. According to Ranft (1999) organizational transformation associated with changes in the structure of the work environment, changing its current operating procedures and practices to meet changes in the external and internal environment and have come at a personal cost to individuals affected by the transformation. For example, as organizations are transformed to meet organizational goals, the needs of workers may be overcome by the needs of the organization.

Literatures show that change is inevitable and most changes are accompanied with employee downsizing and once the decision to company transformation and employee downsizing has been adopted, management should be sensitive to the needs and emotions of those who survive in the company. These employees need reassurance from the beginning about their own future achieved when management chooses to use appropriate strategies and consider a number of other factors that make survivors feel positive about the organization's future and committed to working towards a better life (Akeel, 2013). Most of the times the organizational transformation does not turn out the way executive management had planned and resulted in a number of negative outcomes that were associated with its effects. Those outcomes included increased centralization, crisis mentality, the loss of innovativeness, increased resistance to change, decreased employee morale, commitment and loyalty, risk-aversion and conservatism in decision-making, loss of trust among management and employees, increased interpersonal

conflict, less information sharing, lack of team work, and loss of forward-thinking. In addition, survivors could feel sense of psychological withdrawal from their organizations (George, 2006).

Here, one can noticed that when organizational transformation take place, the anticipated sensitive factors for employees need to be identified and analyzed. Studying employees' motivation is important because organizational productivity is influenced by the quality of the relationship between people and the jobs they do. If there is a good fit between people and their jobs, such that work is a personally rewarding experience, then there may be little for management to do to foster high motivation or satisfaction. On the other hand, if there is not a good fit between employees and their jobs and employees are dissatisfied, then there may be little that management can do to produce high motivation or job satisfaction (Taylor, 2005).

Therefore, examining the effects of organizational transformation on employees' motivation attributes of intrinsic, extrinsic and transformational justice factors becomes important.

2.5 Factors Affecting Employees' Motivation (Motivator-Hygiene Model) and Transformational Justice Factors.

Motivation is a factor that catalyzes the success of an organization. Different factors affect the performance of an employee. A work environment that fosters motivation and engagement leads to higher performing employees and successful companies. Creating an environment that motivates employees takes tremendous energy and time to build, but the incremental benefits are critical to the long-term success of the organization. As the researcher tries to assess in the previous section, there are numerous theories attempting to explain employees' motivation, but Hertzberg's two factor theory is mainly used for this study to determine employees' motivation with the existing working environments and factors related to this model are reviewed in this section. Best practices in human behavior have common motivators and de-motivators or hygiene factors.

Motivators: include Achievement, Recognition, The work itself, Responsibility; Advancement and Growth while the Potential De-Motivators or Hygiene Factors: include Company policies, Supervision, Relationship with supervisor (direct manager), Work conditions, Salary, Relationship with peers.

2.5.1 Hygiene factors

The hygiene factors are also referred to as the maintenance factors and comprise of the physiological, safety and love needs from Maslow's hierarchy of needs, are not direct motivators but are necessary to prevent dissatisfaction and at the same time serve as a starting point for motivation, (Gibson,2000). Herzberg called these hygiene factors, since they are necessary to maintain a reasonable level of satisfaction and can also cause dissatisfaction. These factors include; company policy, supervision, interpersonal relations with supervisor, interpersonal relations with peers and subordinates, salary, job security, work conditions (Huling,2003).

Working Conditions

For motivation at workplace, the environment is very important. James (2003) found that workplace factors will have direct effects on stress and job satisfaction. Negative effects of not having good working environment, include reduced efficiency, decreased capacity to perform, dampened initiative and reduced interest in working, increased rigidity of thought, a lack of concern for the organization and colleagues. Cynthia (2013) noted that a good working environment means employees want the same conditions in their work lives as management. They need challenge, support from superiors, a quality workplace, friendly co-workers and respect.

Supervision

Motivation factors for an employee are continually changing (dynamic). This is why it is important for individuals to receive personalized leadership from their managers and managers to constantly communicate with their employees to know what is important to them at any given time. Each employee is different and great manager is able to interpret an employee's motivators throughout his or her career and adjust that individual's work and opportunities accordingly. To have a good working relationship, managers have to trust their employees and value them. Employees have to believe and must know that, when they fail, their managers will help them to get back on the right track. Finally, managers need to listen them and respond to their ideas (Buyens, 2004).

Interpersonal Relationship

Human beings generally value social interactions and development of positive interpersonal relationships. Most of the research literature on organizational transformation practicing downsizing has addressed its significant negative impacts, especially for individuals such as, psychological distress, increased deterioration in organizational morale, increased conflict, and hostile relationship all as a result of the organizational transformation and its associated effects(George, 2006).

Company Policy

Policies within a company have to be fair regarding to workloads, accountability, incentive structures, adequate resources availability, etc. Organizational transformation suggested to improve organizational performance, reduces operating costs, enhances short-term financial performance, eliminates unnecessary levels of management, enhances overall effectiveness, makes an organization more competitive, enables management to eliminate redundancies, and may save the organization from continuing financial fall and possible bankruptcy (Michal K., 2010).

Job Security

NdloVeu (2005), found that employees do not trust management after the transformation process and the employees remaining after downsizing practice feel secretly guilty that they have survived, fearful that they may be next in line. This will then impact more on the level of trust survivor's show towards the organization. If employees trust the organization, then it results in a high level of commitment and loyalty, indicating the level of sacrifice the survivors will show after the process. According to Christine (2004) organizations implement the process of transformation having the objective of increasing in the company performance; the effects of transformation on job security were negatively affected to the individuals surviving in the new structured company and had significantly lower perceptions of job security.

Benefit Packages and Salary

Like the other work related variables such as challenging work, pay should be taken as a major consideration in human resource management because it provides employees with a tangible reward for their services. Employees desire compensation systems that they perceive as being

fair and commensurate with their skills and expectations. According to Igalens J. and Roussel P. (1999), the major principles of expectancy theories which highlight the relationships between effort and performance on the one hand, and performance and compensation on the other hand, are determinant factors that allow the prediction of employee reactions with regard to their compensation and their job.

2.5.2 Motivators

According to Herzberg, the motivator factors pertain to the job content, they are intrinsic to the job itself and do not result from "carrot and stick incentives". 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.

Job it self

Work should be structured in a way enable individuals to develop to the fullest extent. At same time work will become more meaning full and challenging through self-motivation. According to Ali and Ahmed (2009), in intrinsically motivated behavior there is no reward except with the task itself and basic characteristics of a "motivating" job include: it must allow a worker to feel personally responsible for a meaningful portion of the work accomplished; it must provide outcomes which have intrinsic meaning to the individual; and it must provide the employee with feedback about his or her accomplishments.

Once individuals are selected and become part of an organization, managers must accurately match each employee to a job that will capitalize on his or her abilities. Again managers need to identify the ability requirements of the jobs to be filled and they need accurate measures of these abilities. The aim is to place employees in positions that match their abilities (Jennifer M. and Gareth R., 2006).

Responsibility

According to *Nicosia (2008)*, the presence of autonomy in the workforce leads to the psychological state of felt responsibility for outcomes, resulting in high job satisfaction. If

employees are able to determine the method or approach in which the work is accomplished, they feel responsible for the end result and are therefore motivated and more satisfied with what they have accomplished, with a tendency less turnover and absenteeism. Michal K. (2010) found that job enrichment as a positive view, since employees who have authority and responsibility over their work can be more efficient, eliminate unnecessary tasks, take shortcuts, and increase their overall performance.

Herzberg's 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. Jennifer and Gareth (2006) also advised managers to concentrate on designing jobs that would create job enlargement and enrichment thereby increasing the number of tasks an employee performs, increasing employee's responsibility and control over the work. By so doing, managers would be serving the motivator needs of employees as postulated by Herzberg (Kwasi D., 2011).

Achievement

McClelland (1990) suggested that most of acquired needs can be classified to one of three groups: achievement needs, power needs or affiliation needs. High achievers tend to perform better and work on their own success by doing everything personally and by receiving feedback that is crucial for them. There is intrinsic satisfaction for doing something better or just to show that they are more capable of doing something. As a result people prefer to work with tasks which are moderately challenging and they actually perform better with those kinds of tasks. Theories suggest relating recognition to the real achievements and rewarding them immediately after accomplishment. In Herzberg's research the most frequently chosen factors which led to satisfaction were achievement and recognition, while the most frequently chosen factors which led to dissatisfaction were company policy and relationship with supervisor (Michal K.., 2010).

Growth

Maslow divided needs into two categories: deficiency needs and high-order needs. Deficiency needs include basic needs such as hunger or thirst and a need for shelter and protection. When these needs are satisfied people become motivated by high order needs such as the need for supportive and satisfactory relationships with others, needs for freedom, independence,

recognition and achievement and finally the need to develop one's potential which refer as growth as a person using education, training and development activities. (Michal K., 2010).

Advancement
Advancement refers to the sequence of positions, jobs that one person engages in during his/her working life or the pattern of work related experience that span the course of a person's life. In human resource management literature, it is commonly agreed that, the career development (advancement) is the personal activity which helps individuals plan their future careers within the organization, provided that there is a conducive organizational environment in place. According to Mathis and Jackson (2008) it is the organization's task to encourage career planning by counseling and making suitable organizational structure in order to help employees identify their career objectives and determine what they need to do to achieve that. Hence, the career objectives may motivate employees to pursue further education, training and development activities, which in turn will provide the organization with internal pool of qualified personnel for promotion.

Recognition
According to Michal K. (2010), recognition can be a powerful reinforcement mechanism that affects employees' motivation. Employees not only want to know how well they performed but also desire the feeling that their effort is appreciated. Recognition can occur in different ways such as a verbal or written praise and research shows that recognition indeed has a positive influence on employees' motivation. Theories such as reinforcement theory and the Social Cognitive theory suggest the relationship of recognition to the real achievements and rewarding them immediately after accomplishment with employees' motivation.

2.5.3 Transformational (Procedural) Justice
 Most of the times the process does not turn out the way executive management had planned and resulted in a number of negative outcomes. Those outcomes included increased centralization, crisis mentality, the loss of innovativeness, increased resistance to change, decreased employee morale, commitment and loyalty, risk-aversion and conservatism in decision-making, loss of trust among management and employees, increased interpersonal conflict, less information

sharing, lack of team work, and loss of forward-thinking. In addition, survivors report a sense of psychological withdrawal from their organizations (Jennifer and Gareth, 2006).

A major finding in organizational transformation literature, indicates most organizations do not accomplish the desired improvements during the process. In many situations, organizational transformation practicing downsizing did not accomplish what management had intended. Most of the research literature on downsizing has addressed its significant negative impacts, especially for individuals such as, psychological distress, decreased job satisfaction, decreased organizational commitment, and increased resistance to change, deterioration in organizational morale, increased conflict, and increases in voluntary resignations all as a result of discomfort with the procedural justice. This indicates during organizational transformation a clear cut policy and administration has paramount importance (Christine, (2004).

Organizations need to help employees to see the transformation process as fair and show that other options had been considered first before downsizing practice. Layoffs to increase employees' levels of stress, insecurity and to decrease morale, job satisfaction, and trust- Such perceptual changes are linked to greater turnover, diminished willingness of employees to help one another, and poorer job and company performance (Trevor, 2009).

Demographic Variables

According to Michal K. (2010), 'there are several factors such as Good wages, Interesting work, Job security and Promotion and growth that were ranked highly in a majority of studies. However, other studies results suggest that employees' choices may differ according to respondents' culture, occupation, gender, position in the organization and salary. This means that organizations which want to focus on motivating particular group of employees need to be aware of the fact that some factors that motivated one group could not work well with other group'.

2.6 Techniques to Motivate Employees

There are as many different methods of motivating employees today. Still, some strategies are prevalent across all organizations striving to improve employee motivation. The best employee motivation efforts will focus on what the employees believe to be important. It may be that employees within the same department of the same organization will have different motivators.

Kwasi D. (2011) describes competition as a result of globalization, information technology and industrialization has forced managers all over the world to seek to motivate their employees in order to get the best out of them and to stay competitive. This has led managers to employ all sorts of techniques to motivate and satisfy their employees using different motivational factors. According to Herzberg (1959) managers need firstly, to eliminate the dissatisfaction by doing the following:

Fix poor and obstructive company policies; Provide effective, supportive and non-intrusive supervision; Create and support the culture of respect and dignity for all team members; Ensure that wages and salaries are competitive; Provide job security; Build job status by providing meaningful work for all positions. Those actions help in eliminating job dissatisfaction in organizations and there is no point trying to motivate people or employees until these issues are addressed. Addressing those issues should not be an end in itself rather managers are to be aware that just because someone is not dissatisfied does not mean one is satisfied either. It is crucial in the work environment to identify conditions for job satisfaction or motivation associated with work, Hence, managers need to consider: the opportunities for achievement; Recognizing workers contributions; Creating work that is rewarding and that matches the skills and abilities of the employee; Giving as much responsibility to each team member as possible; Providing opportunities to advance in the company through internal promotions; and Offering training and development opportunities so that people can pursue the positions they want within the company.

Therefore, in seeking to motivate people, first management in organizations must identify and address things that make workers unhappy about the workplace environment and furthermore management has a responsibility to ensure that workers are treated (Kwasi D., 2011).

2.7 summary of Two-Factor Theory effects on Employees' Motivation

The two factor theory which focused on hygiene and motivator factors of motivation could be summarized as follows.

Table 2.1: Summary of Herzberg's hygiene and motivator factors of motivation (Adapted from the literature):

Typical Hygiene Factors	Symptom	Focus Area	Typical motivator Factors	symptom	Focus Area	Then
Salary	Employees are Dissatisfied and unmotivated	Hygiene Factors	Growth	Employees are not Dissatisfied but are unmotivated	Motivator Factors	Employees are not Dissatisfied and are motivated
Job security			Achievements			
Working conditions			Recognition			
Company Policy			Work itself			
Supervision			Responsibility			
Interpersonal Relationship			Advancement			

24

Table 2.2: Combining the hygiene and motivator factors results in the following four scenarios:

Condition	*effect Of The Condition(the way employees perceive the condition)*	*Remark*
High Hygiene and high Motivator	High motivation with few complaints	Ideal situation
High Hygiene but low Motivator	Few complaints, but are not highly motivated	The Job perceived as pay check
Low Hygiene but high Motivator	Motivated , but with lots of complaints	The Job perceived as existing and challenging but salaries and working
Low Hygiene and low Motivator	Unmotivated with lots of complaints	The worst situation

2.8 Conceptual frame work

<u>**Organizational transformation**</u>

(Independent Variables)

Motivation Factors:
☐ Possibility of Growth
☐ Achievements
☐ Recognition
☐ Work itself
☐ Responsibility
☐ Advancement

Hygiene Factors:
☐ Salary
☐ Job security
☐ Working conditions
☐ Company Policy
☐ Interpersonal Relationship

Demographic factors

Transformational or procedural justice factors

Source: Adapted from the literature

Employees' motivation (Dependent Variable)

2.9 The Case of Ethio Telecom

Employee motivation is the level of energy, commitment, and creativity that a company's workers apply to their jobs. In the increasingly competitive business environment of recent years, finding ways to motivate employees has become a pressing concern for many managers many modern theorists, propose that, it is people who make a business succeed – or fail (Ali & Ahmed, 2009).

Ethio Telecom is a service providing company and would be wise to measure customer satisfaction. understanding what customers expect from an organization is necessary for managers, because expectations provide a standard of comparison against actual organization's performance Bitner (1990) as cited by Rajasekhara (2010). In this sense, customer satisfaction and customers' perceptions of service quality are significantly influenced by the attitudes and

behaviors of employees who have contact with customers directly and offer them service. In this regard, employees delivering a high quality of service are essential for the success of an organization and understanding the factor that predicts employees' motivation is a crucial topic for organizations. To have satisfied customers an organization has to motivate its employees so as to provide quality services to customers. According to Kwasi D. (2011), creating positive motivation philosophy and practice can improve service provision quality in an organization and motivation helps people to achieve goals and gain positive attitude. Hence, it is advisable for Ethio Telecom managers not to be one-sided in considering factors to motivate employees but rather consider the entire two factor model (Herzberg's motivator and hygiene factors) in order to optimally motivate and satisfy employees to get the best out of them.

Literature on organizational change indicates that survivor guilt, low morale and fatigue are a consequence of organizational restructuring and employees downsizing. Furthermore, survivors experience the sadness, anger, mistrust, and psychological separation from their organization. Dissanayake (2004), stated that, although theories of job satisfaction have been extensively get studied, researchers are yet to agree on the major predictors of Herzberg's two factor theory of job satisfaction, Hygiene factors and Motivation factors. It is, therefore, recommended that Ethio Telecom should focus on hygiene and motivation factors very seriously when crafting and executing new strategies associated with its organizational transformation. This will ensure that the company remain sustainable and continue to make a positive contribution to its service provision quality.

Communication before, during and after transformation to all stake holders are important. Stake holders are the individuals and groups who can influence and are influenced by the outcomes achieved who have enforceable claims on an organization's performance. This indicates since employees are among the stakeholders, employees participation is essential to organizations survival, competitiveness, and profitability, (Duane I. and Michael A., 2005).

Furthermore, employees need to be respected and treated as precious human capital and are more essential to an organization's effectiveness than its financial capital. People are now seen as the

primary source of a company's competitive advantage. Therefore, the way people are treated increasingly determines whether an Organization will prosper or even survive (Ali & Ahmed, 2009).

However, Herzberg's intrinsic and extrinsic factors may not being applied properly in Ethio Telecom. Currently several employees are referring to instances of unfairness in human resource actions, lack of recognition, lack of career development and the like. Moreover, the transformation in Ethio Telecom results in many issues that affect employees' motivation. For example, employees with same batch and Career path before turned to have now different level, career path and salary but there is no logic to be explained behind this difference; there is no clear criteria for assignment, promotion, benefit package provisions, etc. This and such issues in turn affect employees' motivation (Company blog).

Thus, the changing environment after transformation and human resource management practices will need to be studied in order to have improvement in employees' motivation. Managers of the company must constantly be aware of their employees' attitudes. Hence, though, Change is a way of life, the ability to manage change is a key factor in organizational survival and effectiveness exploring the extent to which employees' morale, communication, commitment, loyalty and trust and perceived career development opportunities are affected by the transformation process (NDLOVEU & Brijball, 2005).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Research design and methodology encompasses the methodology and procedure employed to conduct the research. Thus, this chapter presents the research design, target population, sampling procedure, sample size determination, sample size proportion, sources of data, method of data collection, reliability test and methods of data processing and analysis.

The paper is a type of descriptive - cross-sectional research design conducted using both qualitative and quantitative techniques of analysis.

3.1 Research Design

The research design indicates how the researcher can formulate the study and how the research objectives being answered. For this purpose, in this study, an observation and a structured questionnaire are used to obtain information and understand the particular employees' motivational perception about the transformation, so as to able to fulfill the research goals and make possible to draw lessons, conclusions and recommendations up on the results of the findings.

3.2. Target Population

For this study, the target population was permanent managerial and non managerial professional staffs of the study company who are working in the Head Office and Zone offices in Addis Ababa. Employees who are working in security and driving positions are not included in this population assuming that their most educational back ground is less and they will not clearly understand the questionnaire. Hence, the study considered all professional employees with in Addis Ababa as respondents categorizing in four different groups of fields: support, commercial, technical and information system.

According to the human resource data, the organization does have 4,612 professional employees in Addis Ababa as of November, 2013. Of which 1,105; 1,694; 1,610 and 203 belong to Support, Commercial, Technical and Information system fields respectively. A total of 357 questionnaires (around 8% of the total population) were distributed to gather relevant information with regard to the research purpose.

3.3 Sampling Procedure

In this research methodology, the researcher used a stratified sampling method as the researcher believed employees with in different fields of departments may have different perception about the effect of transformation on their motivation. Accordingly strata or groups were selected from each field there by determining the sample size proportionally and then random sampling method was used for questionnaire distribution purpose among the selected groups according the sample size. To do this the researcher has found information about the current number of employees from the human resource division for purpose of group identification and sample size determination.

3.4 Sample size determination

Sample size is the actual respondents representing the total target population. For this study, the sample size was determined based on a simplified formula (Cochran, 1963) equation 3 for calculating sample size for known population with a 95% confidence level. To calculate the sample size, the formula is;

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

Where:

n is the sample size and N is the population size. According the calculation the recommended sample size for this study was 357 (see appendix-B).

Table 3.1 Sample Size for Selected Population

Respondents	Number	Confidence Level (Margin of Error)
Ethio-telecom permanent professional Employees working in Addis Ababa	357	95%

3.5 Sample Size Proportion

As indicated above, the company has 4,612 professional employees in Addis Ababa as of November, 2013. Of which 1,105; 1,694; 1,610 and 203 belong to support, commercial, and

technical and information system fields respectively. The researcher chooses a stratified sampling method and the total sample size is a proportionate sum of the four field's strata group as indicated below.

Table 3.2: Sample Size Proportion

Field	No. of staffs in each field				Sample taken from each field			
	Support	commercial	Technical	Information technology	support	commercial	Technical	Information technology
	1105	1694	1610	203	86	131	124	16
Total.	4,612				357 ~ 8% of the target population			

Source: Company Human Resource.

3.6 Sources of Data

The study used both primary and secondary data sources. The primary data was obtained from the company's employees through questionnaire distribution having close-ended and open-ended type questionnaire, enriched with observation additionally using checklist parameters(example visit and customer case handling such as maintenance, bill issue and survey response), while secondary data were obtained from different company sources, library and other sources such as internet search. Primary data offers tailored and original information while secondary data gives opportunity to support and check the primarily collected data with already existed information.

3.7 Method of Data Collection

Different aspects of the motivation environment- refers to the intrinsic, extrinsic and transformational justice factors that can lead to employees' motivation, were considered to collect data and measure the intrinsic, extrinsic and transformational justice factors as the independent variables and overall employees' motivation as the dependent variable. For this purpose research questionnaire based on Herzberg's two-factor theory considering six internal and six external factors of motivation were prepared having number of expressions in each factor. In addition questions on aspects of organizational transformation were prepared. For this study, a structured, five- points numerically scaled likert–type ranging from very strongly agree to very strongly disagree with five options for each statement was developed. The structured questionnaire which is written in English was categorized in different sections having different

statements under each category which was developed so as to gather the required data for analysis and interpretation. Respondents were informed that the information they give is used for academic purpose only. The questionnaires were administered and collected personally by the researcher to ensure better response rate. Finally, data collected from respondents was measured with the help of five-point Likert scale using SPSS and the average value of major indicators was considered for further analysis and interpretation.

3.8 Reliability Test

Mainly survey method was the strategy of the research and the reliability of the scale which is how the collected data were free from random error was checked. Collected data are worthwhile only if they are recorded in accurate ways. For any measurement to be valid, it must first demonstrate reliability (Frey, Botan, and Kreps, 2002). In order to be reliable, the Cronbach's alpha should exceed the threshold of .70. To check the reliability, the questionnaires were pre-tested with   first 20 sample questionnaires. As a result, cronbach's alpha showed a satisfying reliability, above the 70% as indicated in the table 3.3 below.

Table 3.3:Reliability Statistics	
Cronbach's Alpha	N of Items
.893	14

Finally the overall reliability for this study was:

Reliability Statistics	
Cronbach's Alpha	N of Items
. 913	14

Source: own survey 2014

This indicates that there was a high degree of internal consistency amongst the test items.

3.9 Methods of Data Processing and Analysis

The study deploys both qualitative and quantitative data analysis techniques. SPSS was used for data analysis and interpretation purpose. After information is collected from different sources, the information obtained through questionnaire was scaled, once the information scaled then the

researcher organize in appropriate categories related to employees view in general and interns of the research variables in particular. Finally the data was encoded to SPSS software package and results were interpreted using qualitative and quantitative explanations in line with the research hypothesis and objectives, to show and interpret the results.

Descriptive statistics were used to analyze demographic characteristics, frequency and percent of the respondents' response to questionnaire items where as correlation; multiple regression, independent sample t-tests, and analysis of variance (ANOVA) were used to test the formulated hypothesis. Multiple regression analysis was also used to examine the predictive power of each of the independent variables for the overall employees' motivation (dependent variable), thereby enabling the researcher to determine the priority of each motivation factor for employees' motivation.

The overall model of this study was the multiple linear regressions model which is presented below:

$$Y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + e i$$

Where:

Y=the dependent variable to be predicted

α = Y axis intercept (the constant)

β = slope of the independent variables(x1, x2and x3)

X1, *x2and x3* = independent variables used to predict the dependent variable

Ei = the error tem

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Demographic characteristics of the respondents, analyses and interpretation based on the data collected from the employees of the case company are presented in this chapter. Moreover, summarized results of the demographic profile of respondents and the response towards the items included in the questionnaire as well as descriptive statistics in the form of mean and standard deviation, correlation and regression analysis are presented under following sections.

4.1. Demographic Characteristics of the Respondents

Demographic characteristics including: age, gender, work experience, field, position and educational level and response towards all variables are summarized using frequencies and percentages; in addition, the research hypotheses were tested using correlation, regression, T-test and analysis of variance using SPSS software.

Demographic variables eatables the researcher to absorb the composition in terms of age, gender, work experience, field, position and educational level there by to compare their average mean of motivation. The first part of the questionnaire consists of the demographic information of the participants. This part of the questionnaire requested a limited amount of information related to personal and professional demographic characteristics of respondents. Accordingly, the following variables about the respondents were summarized and described in the subsequent tables. These variables include: number of years the worker worked in the organization, age, gender, the highest educational level achieved position and working unit's field (see table 4.1 below).

Information on the composition of the respondents might give the researcher a clue about employees' composition and comparison. Michal Kirstein (2010), suggest that employees' choices may differ according to respondents' culture, occupation, gender, position in the organization. This means that organizations which want to focus on motivating particular group of employees need to be aware of the fact that some factors that motivated one group could not work well with other group'.

Table 4.1a: Demographic information of Respondents					
Gender	F	P	Position	F	P
Male	247	81.8	non managerial	277	91.7
Female	55	18.2	Managerial	25	8.3
Total	302	100	Total	302	100
Age in years	F	P	experience in years	F	P
<25	15	5	<5	46	15.2
25-35	209	69.2	5-10	137	45.4
36-45	60	19.9	11-15	65	21.5
>45	18	6	>15	54	17.9
Total	302	100	Total	302	100.0
Field	F	P	educational	F	P
Support	77	25.5	Certificate	0	0
Commercial	118	39.1	Diploma	34	11.3
Technical	91	30.1	Degree	220	72.8
Information system	16	5.3	master and above	47	15.6
Total	302	100	Total	301	99.7

Source: Own survey, 2014, F=Frequency, p=percent

Table 4.1a shows 247 (81.8%) were male while the remaining 55 (18.2%) were female. About 220 (72.8%) of the respondents were degree holders while 34 (11.3%) and 47 (15.6%) of the respondents were masters & above and diploma holders respectively. 15(5%) ,209(69.2%), 60(19.9%) and18 (6%)of the respondents were fall in the age group less than 25 years,25-35 years ,36-45 years and greater than 45 years respectively. Regarding working experience, about 46(15.2%) , 137(45.4%) ,65 (21.5%) and 54 (17.9%) of the respondents had less than 5 years ,5-10 years, 11-15 years and greater than 15 years working experience in the company respectively. in terms of position, about 277(91.7%)of the respondents were non-managerial while the remaining 25(8.3%)were managerial.

Table 4.1b below, give insight on the current work force composition and the interpretation here is, though further study may required why males are dominant, it is clear that most of the respondents were males, found within the productive age group being they are young and educated but still there- may be need of further education and development programs for motivation and personal growth. Moreover, they could be productive if they are assigned on their right place professionally.

Table 4.1b: Cross tabulation analysis of Respondents' Demographic variables

		Respondent age in years				Total
		<25	25-35	36-45	>45	
Respondent sex	Male	11	173	49	14	247
	Female	4	36	11	4	55
Total		15	209	60	18	302
		Respondent educational status			Total	
		Diploma	Degree	master and above		
Respondent sex	Male	20	183	43	246	
	female	14	37	4	55	
Total		34	220	47	301	
		Working experience in years				Total
		<5	5-10	11-15	>15	
Respondent sex	Male	38	115	52	42	247
	female	8	22	13	12	55
Total		46	137	65	54	302
		Respondent's current position		Total		
		non managerial	Managerial			
Respondent sex	Male	225	22	247		
	female	52	3	55		
Total		277	25	302		
		Field of respondent's work unit				Total
		Support	commercial	technical	information system	
Respondent sex	Male	56	106	76	9	247
	female	21	12	15	7	55
Total		77	118	91	16	302

Source: Own survey, 2014.

In general, presenting the information of different demographic variables in section one above helps the researcher to identify the nature of different demographic variables there by obtaining information on how to suggest what has to be done accordingly. Generally, in terms of sex, position, age, length of experience and education; most respondents were male (n=247, 81.8%), non-managerial (n=277, 91.7%), fall within the age group 25-35 (n=209, 69.2), having length of experience 5-10 (n=137, 45.4%) and educationally degree holders (n=220, 72.8%). As indicated in the table, about *83%* (e.g. 173/209 and same for others) of the respondents *from the majority* are male, young, degree holder with experience 5-10, non-managerial and in terms of field commercial.

4.2. Analyses and Interpretations

4.2.1 Response rate

Table 4.2: Response Rate			
Field	Number of questionnaire distributed	Number of returned questionnaire	Percentage of returned questionnaire
Support	86	77	90%
Commercial	131	118	90%
Technical	124	91	73%
Information	16	16	100%
Total	357	302	84%

Source: Own survey, 2014.

Regarding to work unit's field, table 4.2 above shows that majority of the respondents are categorized under commercial and technical fields accounting for 131(37%) and 124(35%) followed by support 86(24%) and information system 16(4%). Accordingly, out of the total retuned questionnaires, 118(39.1%) and 91(30.1%) were from commercial and technical, respectively, followed by support 77(25.5%) being the last information system 16 (5.3%). This may give insight on how the company has to correlate employees' motivation in general and to commercial and technical employees' in particular as they are directly related with customer satisfaction. Regarding the response rate, the response from information system is 100% while response from technical is 73% and response for both commercial and support is 90%. According to Sekaran (2001), a response rate of thirty percent is acceptable for most studies. The overall response rate of the questionnaire for this study was 84% which is sufficient enough.

4.2.2 Descriptive Statistics for Each Intrinsic Factor Item

The second part of the questionnaire consists of the items on intrinsic factors of motivation to measure employees' motivation with regard to achievement, advancement, work itself,-recognition, responsibility and growth. For this purpose two questions for each factor were asked and the response to each question is presented in table 4.3 below. Table 4.3, is all about the response towards each question of intrinsic factors having frequency and percentage on each question as well as each question's and each variable's mean.

For the question '*I feel I have contributed towards my company in a positive manner and the tasks I am doing motivate me to perform better*', 79(26.2%) of the respondents responded as low (strongly disagree and disagree) while 150(49.7%) responded as high (agree and strongly agree) and 71(23.5) are neutral. Likewise, for the question '*I feel motivated with my job, because, I being able to do something worthwhile*', 76(25.2%) of the respondents responded as low (strongly disagree and disagree) while 142(47%) responded as high (agree and strongly agree) and 71(27.2%) are neutral. Here, the mean for achievement is 3.23 being explained by high, though the mean is average. This implies there is good sense of achievement which may lead to better tendency towards the company.

Table 4.3: Response towards Each Question on Intrinsic factors

Items	A1=I feel I have contributed towards my company in a positive manner.		A2=I feel motivated with my job, because, I being able to do something worthwhile.		Ad1=My job allows me to learn new skills with opportunities for advancement.		Ad2=I have opportunity for professional advancement.		W1= My job position has an opportunity to do the kind of work that I do best.		W2=My work is exciting having chance to do different things on the job using my best ability and skill.	
Response	F	P	F	P	F	P	F	P	F	P	F	P
strongly disagree	18	6	29	9.6	37	12.3	42	13.9	38	13	19	6.3
Disagree	61	20.2	47	15.6	66	21.9	86	28.5	74	25	86	28.5
Neutral	71	23.5	82	27.2	78	25.8	60	19.9	73	24	81	26.8
Agree	106	35.1	116	38.4	92	30.5	91	30.1	97	32	101	33.4
strongly agree	44	14.6	26	8.6	28	9.3	22	7.3	19	6.3	14	4.6
Total	300	99.3	300	99.3	301	99.7	301	99.7	301	100	301	99.7
Mean value	mean1=3.32		mean2=3.21		mean1=3.03		mean2=2.88		mean1=2.95		n2=3.02	
	AC mean=3.23				AD mean=2.94				W mean=2.95			
Items	Rc1=I feel my job position is valued to the company's success.		Rc2=I am motivated with the appreciation I get for doing a good job.		Rs1=I am given the chance to make decisions on my own to accomplish my work.		Rs2=my responsibilities are acceptable in relation the position I have.		G1=My job allows me to improve my experience, skills, performance and I am grown as a person.		G2=I am empowered enough with required training and education to do my job.	
Response	F	P	F	P	F	P	F	P	F	P	F	P
strongly disagree	11	3.6	27	8.9	25	8.3	18	6	30	9.9	50	16.6
Disagree	67	22.2	49	16.2	49	16.2	73	24.2	66	22	81	26.8
Neutral	100	33.1	86	28.5	93	30.8	66	21.9	64	21	83	27.5
Agree	103	34.1	114	37.7	116	38.4	123	40.7	123	41	68	22.5
strongly agree	20	6.6	25	8.3	19	6.3	22	7.3	19	6.3	20	6.6
Total	301	99.7	301	99.7	302	100	302	100	302	100	302	100
Mean value	mean1=3.18		mean2=3.2		mean1=3.18		mean2=3.19		mean1=3.12		mean2=2.76	
	RC mean=3.19				RS mean=3.17				G mean=2.91			

Source: Own survey, 2014, F=Frequency and p=percent

For the question 'My job allows me to learn new skills with opportunities for advancement', 103(34.2%), 120(39.8%) and 92(30.2%) of the respondents responded as low (strongly disagree

and disagree), high (agree and strongly agree) and neutral respectively, while for the question 'I have opportunity for professional advancement', 128(42.4%), 113(37.4%) and 91(30.1%) of the respondents responded as low (strongly disagree and disagree), high (agree and strongly agree) and neutral respectively. Here, the mean for advancement is 2.94 being explained by low, though the mean is average. This indicates there a need to improve aspects that are related on how the company enables the employees to work on their own, provide trainings and seminars which will introduce new skills and information and open opportunities for advancement in the company.

For the question '*My job position has an opportunity to do the kind of work that I do best*' , 112(38%), 116(38.3%) and 73(24%) of the respondents responded as low (strongly disagree and disagree), high (agree and strongly agree) and neutral respectively, while for the question '*My work is exciting having chance to do different things on the job using my best ability and skill*', 105(34.8%), 115(38%) and 81(26.8%) of the respondents responded as low (strongly disagree and disagree), high(agree and strongly agree) and neutral respectively. Here, the mean for work itself is 2.95 being explained by low and high, almost equally. This give insight that there is not a good fit between employees and their jobs and employees are somewhat dissatisfied, in this case according to Taylor (2005), there may be difficult situation for the management to produce high employees' motivation and improve overall company performance.

Regarding recognition, 78(25.8%), 123(40.7%) and 100(33.1%) of the respondents responded as low (strongly disagree and disagree), high (agree and strongly agree) and neutral respectively for the question, '*I feel my job position is valued to the company's success and my boss always thanks me for a job well done*' while 76(25.1%), 139(46%) and 86(28.5%) of the respondents responded as low(strongly disagree and disagree), high(agree and strongly agree) and neutral respectively, for the question '*I am motivated with the appreciation I get for doing a good job*', Here, the mean for recognition is 3.19 being explained by high, though the mean is average. This shows that the company tries to recognize its employees to be innovative, coming up with new products, ideas and better ways of doing things.

For the question '*I am given the chance to make decisions on my own to accomplish my work*', 74(24.5%), 135(44.7%) and 93(30.8%) of the respondents responded as low (strongly disagree

and disagree), high (agree and strongly agree) and neutral respectively, while for the question '*my responsibilities are acceptable in relation the position I hav*e', 91(30.2%), 145(48%) and 66(21.9%) of the respondents responded as low(strongly disagree and disagree), high(agree and strongly agree) and neutral respectively. Here, the mean for responsibility is 3.17 being explained by high, though the mean is average and this shows employees in the company relatively have responsibility and use their authority to do their jobs.

Finally, Regarding growth, 96(31.9%), 142(47.3%) and 64(21%) of the respondents responded as low (strongly disagree and disagree), high (agree and strongly agree) and neutral respectively for the question, '*My job allows me to improve my experience, skills, performance and I am grown as a person*' while 131(43.4%), 88(29.1%) and 83(27.5%) of the respondents responded as low(strongly disagree and disagree), high(agree and strongly agree) and neutral respectively, for the question '*I am empowered enough with required training and education to do my job*' ,Here, the mean for growth is 2.91 being explained by low, though the mean is average. Thus, the company lacks personal development opportunities, though personal growth is considered as one of the important factor as it enables people to control their own future helping them to change the way that they think about their work, which will help them to become more capable.

The response towards intrinsic factors indicated that, the mean score for all questions and factors is falling on the medium motivation level (see table 4.7). This shows something has to be done on the job content to improve level of employees' motivation. According to Herzberg, the intrinsic factors pertain to the job content (job itself) and do not result from "carrot and stick incentives". 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.

4.2.3 Descriptive Statistics for Each Extrinsic Factor Item

The third part of the questionnaire consists of the items on extrinsic factors of motivation to measure employees' motivation with regard to company policy, relationship with peers, relationship with boss, job security, salary and working conditions. For this purpose two questions for each factor were asked.

Below table, is all about the response towards each question of extrinsic factors having frequency and percentage on each question as well as each question's and each variable's mean.

Table 4.4: Response towards Each Question on Extrinsic factors												
Items	**Cp1**=I understand the vision, mission, policies, etc and the way in which they are administered and put in to practice.		**Cp2**=The company policy is favorable for its workers and I am kept informed of all important issues in my company.		**Rpp1**=I am happy with the spirit of cooperation among my co-workers.		**Rpp2**=My colleagues are helpful, friendly and I can develop close friendship with my co-worker seasily.		**Rps1**=I am motivated with the competence of my boss in making decisions and provide help on hard problems.		**Rps2**=My boss is strong and trustworthy leader and I feel the support from he/she has improved my performance.	
Response	F	P	F	P	F	P	F	P	F	P	F	P
Strongly disagree	27	8.9	30	9.9	23	7.6	42	13.9	16	5.3	31	10.3
Disagree	57	18.9	83	27.5	30	9.9	44	14.6	70	23	58	19.2
Neutral	64	21.2	68	22.5	58	19.2	135	44.7	81	27	82	27.2
Agree	123	40.7	107	35.4	152	50.3	81	26.8	102	34	110	36.4
strongly agree	30	9.9	14	4.6	39	12.9	302	100	32	11	20	6.6
Total	301	99.7	302	100	302	100			301	100	301	99.7
Mean value	mean1=3.24		mean2=2.97		mean1=3.5		mean2=3.84		mean1=3.2		mean2=3.1	
	CP mean=3.08				RPP mean=3.58				RPS mean=3.14			
Items	**Js1**=I feel safe working at my workplace.		**Js2**=I feel safe working in this company and I believe my job is secure.		**S1**=I believe my salary is fair and encouraged me to work harder.		**S2**=The pay I receive is appropriate for the work I am doing.		**Wc1**=I am proud to work for my company because of the working conditions.		**Wc2**=I feel motivated, because, the comforts I am provided at work are encouraging.	
Respon	F	P	F	P	F	P	F	P	F	P	F	P
Strongly disagree	35	11.6	22	7.3	26	8.6	23	7.6	35	12	27	8.9
Disagree	48	15.9	80	26.5	56	18.5	65	21.5	82	27	91	30.1
Neutral	84	27.8	69	22.8	69	22.8	76	25.2	88	29	87	28.8
Agree	97	32.1	102	33.8	113	37.4	99	32.8	73	24	79	26.2
strongly Agree	36	11.9	28	9.3	37	12.3	39	12.9	22	7.3	16	5.3
Total	300	99.3	301	99.7	301	99.7	302	100	300	99	300	99.3
Mean value	mean1=3.1		mean2=3.17		mean1=3.26		mean2=3.2		mean1=2.8		mean2=2.85	
	JS mean=3.11				SA mean=3.29				WC mean=2.91			

Source: Own survey, 2014, F=Frequency and p=percent

Regarding company policy, 84(27.8%), 153(50.6%) and 64(21.2%) of the respondents responded as low (strongly disagree and disagree), high (agree and strongly agree) and neutral respectively for the question, 'I understand the vision, mission, policies, etc and the way in which they are administered and put in to practice' while 113(37.4%), 121(40%) and 68(22.5%) of the respondents responded as low(strongly disagree and disagree), high(agree and strongly agree) and neutral respectively, for the question '*The company policy is favorable for its workers and I*

am kept informed of all important issues in my company', Here, the mean for company policy is 3.08 being explained by high, though the mean is average.

Regarding relationship with peers, 53(17.5%), 193(63.2%) and 58(19.2%) of the respondents responded as low (strongly disagree and disagree), high (agree and strongly agree) and neutral respectively for the question, *'I am happy with the spirit of cooperation among my co-workers'* while 86(28.5%), 81(26.8%) and 135(44.7%) of the respondents responded as low(strongly disagree and disagree), high(agree and strongly agree) and neutral respectively, for the question *'My colleagues are helpful, friendly and I can develop close friendship with my co-workers easily'*, Here, the mean for company policy is 3.58 being explained by high and medium, though the mean is average.

For the question *'I am motivated with the competence of my boss in making decisions and provide help on hard problems '*, 86(28.3%), 134(45%) and 81(27%) of the respondents responded as low (strongly disagree and disagree), high (agree and strongly agree) and neutral respectively, while for the question *'My boss is strong and trustworthy leader and I feel the support from he/she has improved my performance'*, 89(29.5%), 130(43%) and 82(27.2%) of the respondents responded as low(strongly disagree and disagree), high(agree and strongly agree) and neutral respectively. Here, the mean for relationship with boss is 3.14 being explained by high, though the mean is average.

For the question *'I feel safe working at my workplace '*, 83(27.5%), 130(44%) and 84(27.8%) of the respondents responded as low (strongly disagree and disagree), high (agree and strongly agree) and neutral respectively, while for the question *'I feel safe working in this company and I believe my job is secure'*, 102(33.8%), 130(43.1%) and 69(22.8%) of the respondents responded as low(strongly disagree and disagree), high(agree and strongly agree) and neutral respectively. Here, the mean for job security is 3.11 being explained by high, though the mean is average.

Regarding salary, 82(27.1%), 150(49.7%) and 69(22.8%) of the respondents responded as low (strongly disagree and disagree), high (agree and strongly agree) and neutral respectively for

the question, *'I believe my salary is fair and encouraged to work harder because of my salary'* while 88(29.1%), 138(45.7%) and 76(25.2%) of the respondents responded as low(strongly disagree and disagree), high(agree and strongly agree) and neutral respectively, for the question *'The pay I receive is appropriate for the work I am doing '*, Here, the mean for salary is 3.29 being explained by high, though the mean is average.

Regarding working conditions, 117(39%), 65(31.3%) and 88(29%) of the respondents responded as low (strongly disagree and disagree), high (agree and strongly agree) and neutral respectively for the question, *'I am proud to work for my company because of the pleasant working conditions'* while 118(39%), 95(31.5%) and 87(28.8%) of the respondents responded as low(strongly disagree and disagree), high(agree and strongly agree) and neutral respectively, for the question *'I feel motivated, because, the comforts I am provided at work are encouraging'*, Here, the mean for working conditions is 2.91 being explained by low, though the mean is average. This also shows that the mean score for all questions and factors fall on the medium motivation level (see table 4.7).

Therefore, the company is found in a moderate situation in providing extrinsic factors for its employees relative to intrinsic factors   because only one factor (working conditions) is explained by low in extrinsic factors where as three factors (advancement, work itself and growth) of intrinsic factors are explained by low. This may indicate the relative mean score for extrinsic factors is greater than the intrinsic though; the effect on employees' motivation may be limited. Herzberg stated, extrinsic factors have a disrupting effect in that employees will become de-motivated with their jobs when these needs are not adequately met but if satisfactory their motivational effect is limited.

4.2.4 Descriptive Statistics for Each Transformational Justice Factor Item

Forth part of the questionnaire consists of the items on transformational factors of motivation to measure motivation with regard to the transformational justice in the company. For this purpose questions were asked and response to each question is presented in the following table 4.5.

Table 4.5 below, is all about the response towards each question of transformational factor questions having frequency and percentage on each question as well as each question's mean and the mean score for the factor.

Table 4.5: Response towards Each Question on Transformational Justice factors										
Items	Tj1=In the new assignment/placement of employees, it seems that professional career development is considered.		Tj2=The transformation made employees to feel- secure about future of their job.		Tj3=After transformation, employees' trust and commitment to the organization increased.		Tj4=Benefits for the employees were improved as expected.		Tj5=The new staff assignment could clearly explained employees' roles and fitness to the job they are assigned.		Overall Mean=2.57
Response	F	P	F	P	F	P	F	P	F	P	
Strongly disagree	67	22.2	49	16.2	67	22.2	36	11.9	41	14	
Disagree	81	26.8	109	36.1	84	27.8	85	28.1	81	27	
Neutral	82	27.2	106	35.1	102	33.8	103	34.1	121	40	
Agree	65	21.5	32	10.6	41	13.6	64	21.2	52	17	
strongly agree	7	2.3	6	2	8	2.6	14	4.6	4	1.3	
Total	302	100	302	100	302	100	302	100	299	99	
Mean value	Mean1=2.55		Mean2=2.46		Mean3=2.47		Mean4=2.78		Mean5=2.66		
Items	Tj6=I am motivated with the new working procedures and mechanisms as well as job descriptions created to facilitate my work after the transformation.		Tj7=After transformation, the company's salary payment was adjusted according to the job fit.		Tj8=The needs, goals and directions of the new company were clearly defined and communicated to the employees.		Tj9=The implementation process of the transformation was clear, open and honest to employees at all time.		Tj10=The company's compliant handling desk has played great role during and after transformation to provide answers for employees' compliance.		
Response	F	P	F	P	F	P	F	P	F	P	
Strongly disagree	37	12.3	47	15.6	23	7.6	79	26.2	109	36	
disagree	88	29.1	75	24.8	96	31.8	96	31.8	97	32	
Neutral	81	26.8	86	28.5	83	27.5	78	25.8	64	21	
Agree	89	29.5	84	27.8	89	29.5	41	13.6	26	8.6	
strongly agree	7	2.3	10	3.3	10	3.3	8	2.6	5	1.7	
Total	302	100	302	100	301	99.7	302	100	301	100	
Mean value	Mean6=2.80		Mean7=2.78		Mean8=2.89		Mean9=2.35		Mean10=2.07		

Source: Own survey, 2014, F=Frequency and p=percent

With regard to transformational justice, the response could be summarized as below in the table 4.5.1.

Table 4.5.1 Response as low and high for transformational justice Questions	Response as low (Strongly disagree &disagree)	Response as high (Strongly agree & agree)
In the new assignment/placement of employees, it seems that professional career development is considered.	148(49%),	72(23.8%)
The transformation made employees to feel- secure about future of their job.	158(52.3%),	38(12.6%) .
After transformation, employees' trust and commitment to the organization increased.	151(50%),	49(16.2%)
Benefits for the employees were improved as expected.	121(40%),	78(25.8%)

The new staff assignment could clearly explained employees' roles and fitness to the job they are assigned.	122(41%),	56(17.3%)
I am motivated with the new working procedures and mechanisms as well as job descriptions created to facilitate my work after the transformation.	125(41.4%),	96(31.8%)
After transformation, the company's salary payment was adjusted according to the job fit.	122(40.4%),	94(31.1%)
The needs, goals and directions of the new company were clearly defined and communicated to the employees.	119(39.4%),	99(32.8%)
The implementation process of the transformation was clear, open and honest to employees at all time.	175(58%)	49(16.2%)
The company's compliant handling desk has played great role during and after transformation to provide answers for employees' compliance'.	206(68%)	31(10.3%)

Here, the mean for the above questions was 2.55, 2.46, 2.47, 2.78, 2.66, 2.80, 2.78, 2.89, 2.35 and 2.07 respectively. While the mean for the factor as a whole was 2.57 being explained by low, though the mean is average. This also shows that the mean score for all questions and the factor is more or less similar falling on the medium motivation level for five items and low motivation level for another five items (see table 4.7).The mean score for transformational justice factor is low relative to intrinsic and extrinsic factors. Moreover, the standard deviation for this factors also the lowest indicating common agreement of the respondents (see table 4.8). This may happen due to the disrupting effect of transformational implementation. Ranft (1999) and Quinlan (2007), found that organizational transformation which takes place to meet changes in the external and internal environment, commonly cause significant changes to work processes, job descriptions, training and support programs, policies, structure, etc and can lead to a degree of ineffectiveness as the new system is implemented. This could be due to a result of discomfort with the procedural justice. This indicates during organizational transformation a clear cut policy and administration has paramount importance and organizations need to help employees to see the transformation process as fair and show that other options had been considered first before downsizing practice.

4.2.5 Descriptive Statistics for Each Overall Motivation Item

The fifth part of the questionnaire consists of the items on general motivation to measure overall employees' motivation. For this purpose ten questions were asked and the response to each question is presented in the below table 4.6. Table 4.6 below, is all about the response towards each question designed to measure overall employees' motivation level having frequency and

percentage on each question as well as each question's mean and the mean score for the variable employees' motivation.

Table 4.6: Response towards Each Question on Over All Employees' Motivation

Items	M1=I am motivated with the recognition I get.		M2=I am motivated with my Promotion opportunity.		M3=I am motivated with the Quality of supervision		M4=I am motivated with my work environment.		M5=In general, I am motivated with my job.		Overall employees' Motivation Mean=2.98
Response	F	P	F	P	F	P	F	P	F	P	
Strongly disagree	53	17.5	38	12.6	18	6	20	6.6	23	7.6	
Disagree	67	22.2	94	31.1	80	26.5	94	31.1	87	29	
Neutral	65	21.5	74	24.5	85	28.1	87	28.8	91	30	
Agree	107	35.4	81	26.8	102	33.8	87	28.8	87	29	
strongly agree	10	3.3	15	5	17	5.6	14	4.6	14	4.6	
Total	302	100	302	100	302	100	302	100	302	100	
Mean value	Mean1=2.85		Mean2=2.80		Mean3=3.07		Mean4=2.94		Mean5=2.94		
Items	M6=I am motivated with the way co-workers get along each other in my company.		M7=I am motivated with what *I* achieve at work (Feeling of accomplishment I get from the job).		M8=I am motivated with my responsibility (freedom to use my own judgment).		M9=I am motivated with the implementation justice of my company's transformation. (Sense of fairness).		M10=I am motivated with the results of organizational transformation in Ethio Telecom .		
Response	F	P	F	P	F	P	F	P	F	P	
Strongly disagree	2	0.7	17	5.6	16	5.3	53	17.5	41	14	
Disagree	57	18.9	67	22.2	76	25.2	69	22.8	114	38	
Neutral	102	33.8	101	33.4	74	24.5	100	33.1	57	19	
Agree	109	36.1	101	33.4	109	36.1	72	23.8	78	26	
strongly agree	32	10.6	15	5	27	8.9	8	2.6	12	4	
Total	302	100	301	99.7	302	100	302	100	302	100	
Mean value	Mean6=3.37		Mean7=3.1		Mean8=3.18		Mean9=2.71		Mean10=2.69		

Source: Own survey, 2014, F=Frequency and p=percent

With regard to overall employees' motivation, the response could be summarized as below in the table 4.6.1.

Table 4.6.1 Response as low and high for overall employees' motivation Questions	Response as low (Strongly disagree &disagree)	Response as low (Strongly agree & agree)
am motivated with the recognition I get for doing a good job.	120(39.7%).	117(38.7%)
I am motivated with my Promotion opportunity (chance to advance on this job).	132(43.7%),	96 (31.8%),
I am motivated with the Quality of supervision (the way my boss decides and handles his/her people.	98(32.5%)	119(39.4%)

I am motivated with my work environment (physical environment where I work);	114(37.7%)	101(33.4%)
In general, I am motivated with my job (Because of chance to do something that makes use of my ability and chance to do different things from time to time);	110(36.6%)	101(33.6%)
I am motivated with the way co-workers get along each other in my	59(19.6%)	141(46.7%)
I am motivated with what I achieve at work (Feeling of accomplishment I get from the job).	84(27.8%)	116(38.4%)
I am motivated with my responsibility (freedom to use my own judgment);	92(30.5%)	136(45%)
I am motivated with the implementation justice of my company's transformation. (The way organization policies were put in to practice and sense of fairness).	122(40.3%)	80(26.4%)
I am motivated with the results of organizational transformation in Ethio Telecom.	155(52%)	90(30%)

Here, the mean for the above questions was 2.85, 2.80, 3.07, 2.94, 2.94, 3.37, 3.10, 3.18, 2.71 and 2.69 respectively. While the mean for the factor was 2.98 being explained by average, showing that the mean score for all questions and the factor as a whole fall on the medium motivation. Such medium level of motivation may has its own meaning towards the company's effectiveness in service delivering. An organization has to motivate its employees so as to provide quality services to customers because, a motivated employee might work harder than expected to complete the task, proactively find ways to improve the quality and efficiency of his or her work. According to Kwasi D. (2011), creating positive motivation philosophy and practice can improve service provision quality and motivation helps people to achieve goals in effective and efficient manner being energetic and excited to work as well as to gain positive attitude. The result above shows that employees in the company are exerting moderate level of effort in order to do their job. This also supported by the following cross tabulation.

.Employees' motivation * FIELD of respondent's work unit Cross tabulation						
FIELD of respondent's work unit						Total
Employees' motivation		support	Commercial	technical	information system	
	very low	1, 1%	2, 2%	0	0	3, 1%
	low	9, 12%	26, 22%	15 ,16%	5, 31%	55, 18%
	medium	48, 62%	59, 50%	62, 68%	10, 63%	179, 59%
	high	19, 25%	28, 24%	14 ,15 %	1, 6%	62, 21%
	very high	0	3, 3%	0	0	3 , 1%
Total		77	118	91	16	302

Source: Own survey, 2014.

46

4.2.1. Descriptive Statistics for Each Intrinsic and Extrinsic Factor (Taking Average)

The measuring instrument used to calculate intrinsic, extrinsic, and transformational justice factors as well as the level of employees' motivation are scaled from 1 to 5. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4 = Agree and 5 = Strongly Agree. Then each factor takes its average for the questions under it with no decimal point. In order to elaborate the narrative results, the researcher used criterion-referenced definitions for rating scales to describe the collected data.

Table 4.7 Criterion-Referenced Definitions		
Mean Rating	Degree of Agreement	Description
1.00 to 1.49	Strongly Disagree	Very low
1.50 to 2.49	Disagree	Low
2.50 to 3.49	Neutral	Medium
3.50 to 4.49	Agree	High
4.50 to 5.00	Strongly Agree	Very high

The value "3" means "Neither Agree nor Disagree" while value "4" means "Agree". Hence, if value three (3) is obtained as any of the subsequent measurement, it means that level is neither high nor low, or in other words it's in "average or medium" level. If a value of four (4) is obtained, it means a "high" level. Similarly value one (1) and five (5) mean "very low" level and "very high" level respectively, while value two (2) mean "low" level. Based on the above table, in the following sections, the researcher elaborated on the results of the descriptive statistics of each construct by also providing criterion-referenced definitions of each construct according to Table 4.7.

Figure 4.1 Average Response Towards each Intrinsic factor
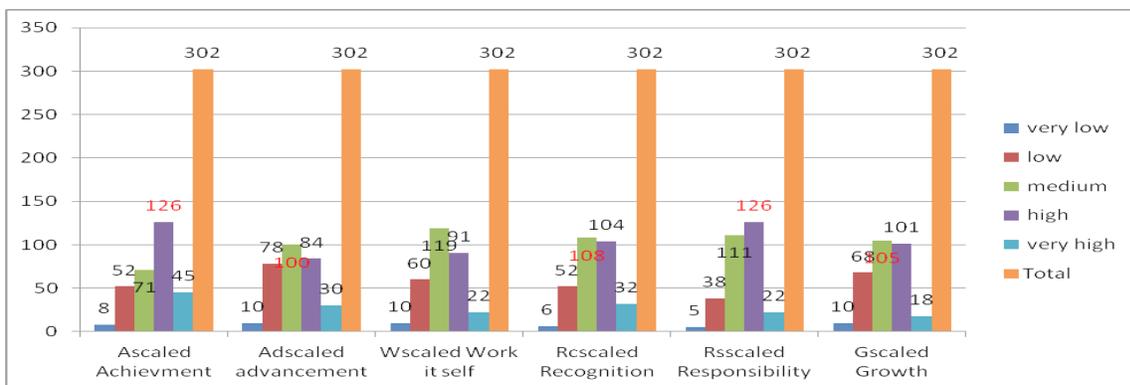
Source: Own survey, 2014

Above Figure, shows that (n=8, 2.65%), (n=52, 17.21%), (n=71, 23.51 %), (n=126, 41.72%) and (n=45, 14.90 %) of the respondents' were responded as very low, low, medium, high and very high respectively for the factor achievement. For the factor advancement respondents' were responded as very low, low, medium, high and very high accounting for (n=10, 3.31%),(n=78, 25.8%),(n=100, 33.1%),(n=84, 27.8%) and (n=30, 9.93%) sequentially, while (n=10, 3.31%), (n=60, 19.9%), (n=119, 39.4 %), (n=91, 30.1%) and (n=22, 7.28 %) of the respondents 'were responded as very low, low, medium, high and very high respectively for the factor work itself. further (n=6,1.99%),(n=52,17.2%),(n=108,35.8%),(n=104,33.4%) and (n=32,10.6%) as very low, low, medium, high and very high was the response for the factor recognition while the response for responsibility was (n=5,1.5%),(n=38,13%),(n=11,37%),(n=126,42%) and(n= 22,7.3%) representing very low, low, medium, high and very high respectively . finally the response for the factor growth was (n=10,3.31%), (n=68,22.52%), (n=105,34.77%), (n=101,33.44%) and(n= 18 ,5.95%) ranging from very low to very high sequentially. This shows the response to each intrinsic factor being the overall intrinsic mean 3.10 which fall in the medium level of motivation according the criterion on table 4.7 above. Most of the intrinsic factors; except achievement and responsibility explained by average.
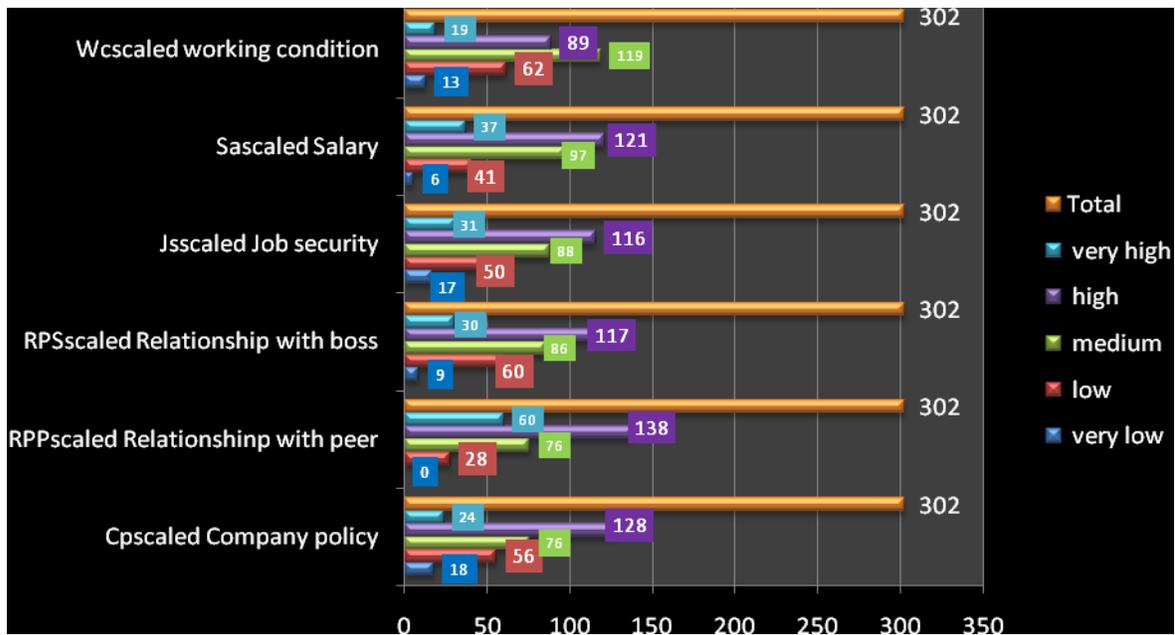
Figure 4.2 Average Response Towards each Extrinsic factor

Source: Own survey, 2014.

Fig.4.2 above, shows that (n=18, 5.96%), (n=56,18.54 %), (n=76,25.17 %), (n=128, 42.38%) and (n=24,7.95 %) of the respondents' were responded as very low, low, medium, high and very high respectively for the factor company policy. For the factor relationship with peers, respondents' were responded as very low, low, medium, high and very high accounting for (n=0, 0%),(n=28, 9.27%),(n=76, 25.2%),(n=138,45.7 %) and (n=60,19.9 %) sequentially, while (n=9, 2.98%), (n=60, 19.9%), (n=86,28.5 %), (n=117,38.7 %) and (n=30, 9.93%) of the respondents were responded as very low, low, medium, high and very high respectively for the factor relationship with boss. again (n=17, 5.63%),(n=50, 16.6%), (n=88, 29.1%), (n=116,38.4 %) and (n=31,10.3 %) as very low, low, medium, high and very high was the response for the factor job security while the response for salary was (n=6, 2%),(n=41,14 %),(n=97,32 %),(n=121,40 %) and(n= 37,12 %) representing very low, low, medium, high and very high respectively. Finally the response for the factor working conditions was (n=13,4.3 %),(n=62,20.53 %),(n=119,39.4 %),(n=89,29.47 %) and(n= 19 ,6.29 %) ranging from very low to very high sequentially. This shows the response to each extrinsic factor being the overall extrinsic mean 3.22 which fall in the medium level of motivation according the criterion on table 4.7 above. All the extrinsic factors; except working conditions explained by high. In addition, the overall mean for the extrinsic factors is greater than that of intrinsic factors. Moreover no respondent responded as very low for the factor 'relationship with peers'. This may give a clue that employees in the company have good relationship with each other and the extrinsic factors of motivation are moderately fulfilled.

Table 4.8: Observed constructs with Their Mean and Std. Deviation

Construct and observed variables	Mean	Std. Deviation	Degree of Agreement	Remark
Achievement	3.49	1.03	Medium	According table4.7
Advancement	3.15	1.02	Medium	>>
Work it self	3.18	0.95	Medium	>>
Recognition	3.34	0.95	Medium	>>
Responsibility	3.40	0.86	Medium	>>
Growth	3.16	0.95	Medium	>>
Company policy	3.28	1.04	Medium	>>
Relationship with peer	3.76	0.88	Medium	>>
Relationship with boss	3.33	1.00	Medium	>>
Job security	3.31	1.05	Medium	>>
Salary	3.47	0.94	Medium	>>
working condition	3.13	0.95	Medium	>>
Transformational justice	2.59	0.75	Medium	>>
Employees' Motivation	3.02	0.73	Medium	>>

Source: own survey, 2014.

Table 4.8, indicates that the average mean of the intrinsic factors of Achievement, advancement, Work itself, Recognition, Responsibility and Growth was 3.49, 3.15, 3.18, 3.34, 3.4 and 3.16 respectively. According to the earlier illustrated criterion-referenced definitions (Table 4.7), all means of these variables considered as medium, though the response for the individual question ranges from strongly disagree to strongly agree or very low to very high. For example, by analyzing the data of respondents for the first question '*I feel I have contributed towards my company in a positive manner*', 49.7 % of the respondents agreed (both agree and strongly agree) that in their organization, they contribute positively, 23.5% of the respondents were neutral while the remaining 26.2% of respondents did not agree (both disagree and strongly disagree) on the question. The same interpretation will apply for the other variables (see also Table 4.3 or fig.4.1).

Likewise, the table (4.3) also indicates that the average mean of the extrinsic factors of Company policy, Relationship with peer, Relationship with boss, Job security, Salary and working condition was 3.28, 3.76, 3.33, 3.31, 3.47 and 3.13 respectively. According to the earlier illustrated criterion-referenced definitions (Table 4.7), all means of these variables considered as medium, though the response for the individual question ranges from strongly disagree to strongly agree or very low to very high. For example, by analyzing the data of respondents for the first question '*I understand the vision, mission, policies, etc and the way in which they are administered and put in to practice*', 50.6% of the respondents agreed (both agree and strongly agree) that in their organization, they are aware about the company's policy, 21.2% of the respondents were neutral while the remaining 27.8% of respondents did not agree (both disagree and strongly disagree) that they are not aware about the company's policy .The same is for the other variables (see also Table 4.4 or fig.4.2). Further, taking the average of all intrinsic factors as one variable and those of extrinsic factors as another variable, the researcher constructed the final three independent and one dependent variables presented in table 4.9 below, which are used in the multiple regression analysis for further analysis.

Table 4.9 The Variables With Their Mean And Standard Deviations.

Construct and observed variables	Mean	Std. Deviation	Degree of Agreement	Remark
Employees' Motivation	3.02	0.73	Medium	
Transformational Justice factor	2.59	0.75	Medium	
Intrinsic factors	3.10	0.80	Medium	
Extrinsic factors	3.22	0.76	Medium	

Source: own survey, 2014.

Above table (4.9) shows that the average mean of the independent variables of intrinsic factors, extrinsic factors and transformational justice factors was 3.10, 3.22, 2.59, respectively while the average mean of the dependent variable of employees' motivation was 3.02. According to the earlier illustrated criterion-referenced definitions (Table 4.7), all means of these variables considered as medium being mean of extrinsic and transformational factors as the highest and the lowest means with in the medium range respectively. However, analyzing the respondents' data, the response ranges from very low to very high as indicated in the figure below.

Figure 4.3 Responses Towards Independent and Dependent Variables
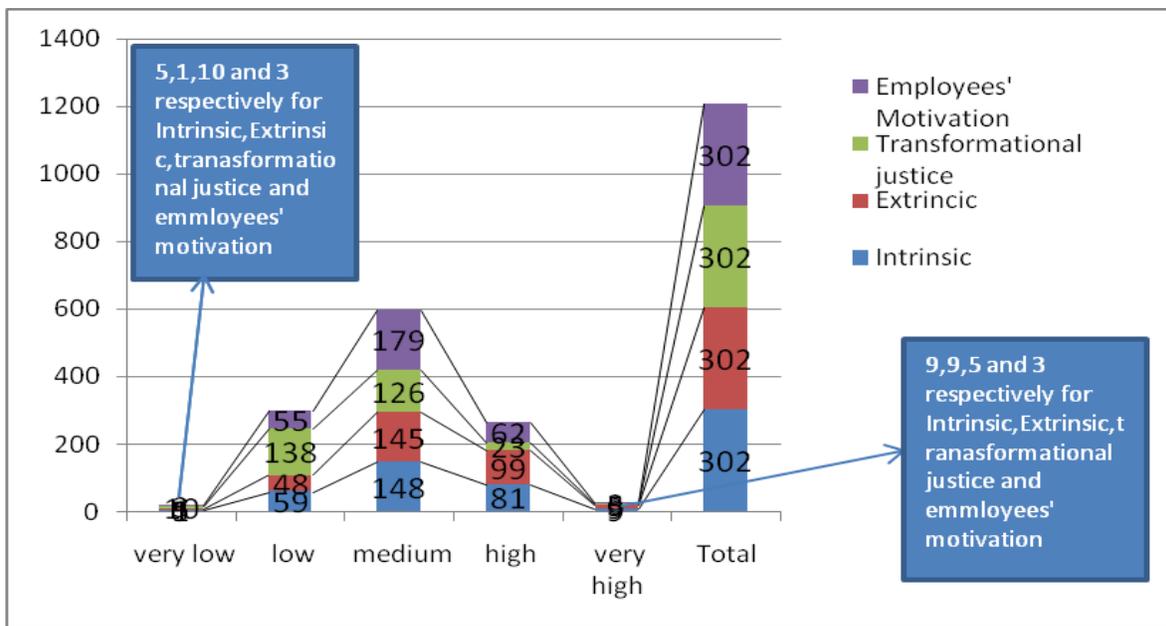
Source:Own Survey,2014.

Fig.4.3 shows that much of the response for most of the dependent and independent variables fall within the medium category accounting for 49%, 48%, and 59.23% of the intrinsic, extrinsic, factors and employees' motivation respectively while response for transformational justice factor fall within low category accounting for 47%.

4.3. Testing of Research Hypotheses

The researcher proposed six research hypotheses in Chapter one.

The statistical results of correlation, regression, t-test and analysis of variance discussed in this section were used to test the research hypotheses. Correlation analysis was used to test hypothesis 1, 2 and 3.

4.3.1. Correlation Analysis

Following is the relationships of each intrinsic and extrinsic factor as well as transformational justice factor with employees' motivation.

Table 4.10: Relationships of Constructs (Pearson Correlation).

(n=302) **Constructs**	**Employees' motivation**
Achievement	r=.603** p=0.000
Advancement	r=.593** p=0.000
Work it self	r=.584** p=0.000
Recognition	r=.488** p=0.000
Responsibility	r=.577** p=0.000
Growth	r=.534** p=0.000
Company policy	r=.474** p=0.000
Relationship with peer	r=.320** p=0.000
Relationship with boss	r=.485** p=0.000
Job security	r=.487** p=0.000
Salary	r=.370** p=0.000
working condition	r=.520** p=0.000
Transformational justice	r=.537** p=0.000
Intrinsic	r=.748** p=0.000
Extrinsic	r=.639** p=0.000

**. Correlation is significant at the 0.01 level (1-tailed).

Source: Own survey, 2014.

According to (Cohen, 1988), the following guidelines are used to interpret the strength of the relationships:

Low ➔ r= 0.10 to 0.29;   Moderate➔ r= 0.30 to 0.49; High➔r= 0.50 to 1.0

H 1 can be stated as:

Null: There is no positive relationship between transformational justice factor and employees' motivation in the company.

Alternative: There is positive relationship between transformational justice factor and employees' motivation in the company.

As shown in Table 4.10, because the coefficient r is positive the researcher knows that the relationship between transformational justice factor and employees' motivation in the company is positive. Hence, H1 is supported by the result of the study, with a statistical significance of 0.01 (p=0.000). The strength of the relationship is high (.537).The result shows that the higher the transformational justice is, the higher the employees' motivation will be.

H 2 can be stated as:

Null: There is no positive relationship between motivators and employees' motivation in the company.

Alternative: There is a positive relationship between motivators and employees' motivation in the company.

As shown in Table 4.10, H2 is also, supported by the result of the study, because, the coefficient r is positive with a statistical significance of 0.01 (p=0.000). The strength of the relationship for recognition is moderate(.488), while the strength of the relationship for the rest motivator factors of achievement, advancement, work itself , responsibility and growth is high (.603, .593, .584,577 and .535 respectively) .this shows that the higher the motivators, the higher the employees' motivation will be. In addition, the strength of the relationship of the overall average of the motivators with the dependent variable is high (.748).

H 3 can be stated as*:*

Null: There is no positive relationship between *de-motivators* and employees' motivation in the company.

Alternative: There exists positive relationship between de-motivators and employees' motivation.

Likewise, the coefficient r for H 3 is positive being supported by the result of the study as indicated in Table 4.10 above, with a statistical significance of 0.01 (p=0.000). The strength of the relationship with working conditions is high (.520) while the strength of the relationship with company policy, relationship with boss, job security , salary and relationship with peers is moderate (.474, .485, .487 , .370 and .320 respectively). This shows that as extrinsic factors of motivation increase, the employees' motivation will also increase moderately. In addition, the strength of the relationship of the overall average of the extrinsic factors with the employees' motivation is high (.639). Therefore hypothesis is 1, 2 and 3 are accepted. The Pearson correlation analysis discussed above, serve as the foundation for the multiple regression discussed below.

4.3.2. Multiple Regression Analysis

In this section the researcher used multiple regression analysis to absorb the relationship between the dependent and independent variables. Further, *regression analysis* helps the researcher to understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while other independent variables are held fixed. Regression analysis is widely used for predicting and for exploring the forms of relationships among the independent and dependent variables. To proceed with multiple regressions, first the researcher checks the assumptions of Multiple Regressions and the researcher assumes normality, linearity, multicollinearity and the like are not a problem (see also appendix-D) and then proceeds to the regression analysis.

H 4: *Transformational justice, Hygiene and Motivator factors significantly explain the variance in employees' motivation in the company.*

H 5: *the impact of motivator factors on employees' motivation is greater than the impact of hygiene factors in the company.* Both hypothesis four and hypothesis five were tested using multiple regression analysis.

For the purpose of determining the extent to which the hygiene, motivator and Transformational justice factors explain the variance in employees' motivation in the company and to check whether impact of motivator factors on employees' motivation is greater than the impact of

hygiene factors in the company , multiple regression analysis is performed. Model summary of the results of the multiple regression analysis, is presented in table 4.11a below.

Table 4.11a: Results of Multiple Regressions.

Table 4.11a: Model Summaryb					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.790[a]	.624	.620	.42146	1.974
a. Predictors: (Constant), Transformational justice, Extrinsic factors, Intrinsic factors					
b. Dependent Variable: Employees' Motivation					

Source: Own survey, 2014.

Table 4.11a indicates R, R Square, Adjusted R Square and Standard error of the estimate. Further, it lists the independent variables that are entered into the regression model. R (.790) is the correlation of the independent variables with the dependent variable after all the inter correlations are taken into account. The model summary, above shows the Adjusted R2 is .620 which means about 62% of the variance in the dependent variable i.e. employees' motivation was explained by the independent variables i.e. Transformational justice, Extrinsic factors and Intrinsic factors. This is a very satisfactory result to understand that the independent variables affect the dependent variable.

Table 4.11b: ANOVAb						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	87.906	3	29.302	164.965	.000[a]
	Residual	52.932	298	.178		
	Total	140.838	301			
a. Predictors: (Constant), Transformational justice, Extrinsic factors, Intrinsic factors						
b. Dependent Variable: Employees' Motivation.						

Source: Own survey, 2014.

The ANOVA table in table 4.11b shows that the F value of 164.965 is significant at 0.01, level of significance (P value that corresponds to F statistic is significant). Hence, hypothesis 4 support the analysis and the result indicate that 62% of the variance in employees' motivation in the company has been significantly explained by Transformational justice, Hygiene and Motivator factors. Therefore, H4 supports the analysis. Table 4.11c below; help to see the direction of the relationship between independent and dependent variables. Accordingly, since the sign of the 'B' coefficient for the independent variables is positive, there is a positive relationship between the variables.

55

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Table 4.11c: Coefficients		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Co linearity	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.586	.116		5.040	.000		
	Extrinsic factors	.231	.042	.255	5.508	.000	.589	1.698
	Intrinsic factors	.445	.041	.521	10.920	.000	.555	1.802
	Transformational justice	.122	.040	.134	3.098	.002	.672	1.488
a. Dependent Variable: Employees' Motivation Source: Own survey, 2014.								

The table (4.11c) also show, which among the independent variables influences most the variance of Employees' Motivation in the company. As per this research results, Transformational justice, hygiene and motivator factors are significant predictors of the employees' motivation in the company. Here, looking at the Beta under Standardized Coefficients. The impact of motivator factors on employees' motivation (.521) is greater than the impact of hygiene factors (.255) in the company. Hence, H 5 supports the analysis. The regression result supports that the independent variables were positively related with the dependent variable and all the independent variables; intrinsic, extrinsic and transformational justice factors were significant predictors of employees' motivation at p=0.01, p=0.01 and p=0.05 respectively (Table 4.11c).

Table 4.12 Relationships of Independent Variables (Pearson Correlation).

(n=302) Correlations		Intrinsic	Extrinsic	Transformational
Intrinsic	Pearson Correlation	1	.611[**]	.533[**]
	Sig. (1-tailed)		.000	.000
Extrinsic	Pearson Correlation	.611[**]	1	.491[**]
	Sig. (1-tailed)	.000		.000
Transformational justice	Pearson Correlation	.533[**]	.491[**]	1
	Sig. (1-tailed)	.000	.000	
**. Correlation is significant at the 0.01 level (1-tailed). Source: Own survey, 2014.				

As shown in Table 4.11c above, when intrinsic, extrinsic and transformational justice factors increase each of them by 1, the employees' motivation also likely increases by 0.445, 0.231 and 0.122 respectively. Hence, hypothesis 4 and 5 are accepted.

By analyzing the relationships of all independent variables for each other's (Table 4.12), the researcher found that all independent variables were positively related to each other. The relationships of intrinsic factor with extrinsic and with transformational justice factor was high (0.611 and .533 respectively), while the relationships of extrinsic factor with transformational justice was moderate (.491). The level of these relationships did not cause problem of multicollinearity; as intrinsic, extrinsic and transformational justice factors have tolerance .555, .589 and .672 respectively as well as VIF=1.802 VIF=1.698 and VIF=1.488 respectively. Therefore, they can be used in the regression analysis to predict the dependent variable. By referring to this analysis, the equation for the employees' motivation of the studied company is:

$\hat{y}$ = 0.586+ 0.231 extrinsic + 0.445 intrinsic + 0.112 transformational justice

$\hat{Y}$: is estimated value of employees' motivation.

Figure 4.4, below, shows the histogram which was developed from the dependent variable and the predictive independent variables. This graph shows that a dense concentration of the predictive variables has an impact on the dependent variable. The highest bars on the graph have the greatest impact.

Figure 4.4: Histogram
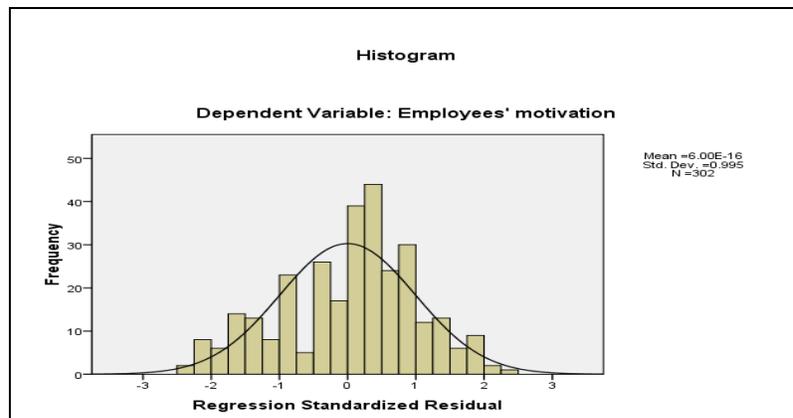
Source: Own survey, 2014.

H   6: Employees' motivation will vary significantly depending on each demographic variable in the company.

T-Test and ANOVA were used to test hypothesis 6.

4.3.3.   T-Test and ANOVA Analysis

The researcher also presents the independent T-test and ANOVA analysis in order to see whether the demographic variables presented in section 4.1, affect employees' motivation *in the company or not.*

4.7.3.1 . T-test Analysis

The researcher has done the Independent Sample T-test (gender on employees' motivation and position on employees' motivation).

H 6.1: The hypothesis for gender can be stated as:

Null: Employees' motivation will not vary significantly depending on gender in the company.

Alternative: Employees' motivation will vary significantly depending on gender in the company.

Table 4.13: Results of mean comparison on gender

Report					
Employees' motivation					
Respondent sex	Mean	N	Std. Deviation	Kurtosis	Skewness
1 male	3.0405	247	.67353	.152	.113
2 female	2.9455	55	.73076	.472	-.506
Total	3.0232	302	.68403	.264	-.029

Source: Own survey, 2014.

Table 4.14: shows that, the motivation mean of both male and female was more or less similar (3. 0405 and 2. 9455 respectively). The table also shows though, the motivation mean of males slightly greater than females, in terms of dispersion within the group, standard deviation of females is slightly greater than of males (.73076and . 67353 respectively). Moreover, the table indicates that the skewness and kurtosis statistics for gender are within the acceptable range for normality. The statistical t-test in the table below, confirm that there was no significant difference between the two groups (Since the probability associated with the Levene's Test (0.588) is greater than the level of

significance (0.05)). The requirement for equal variances is satisfied and the "Equal variances assumed" is used. (Table 4.14b) and the dependent variable was not explained by gender.

Independent Sample T-test (gender on employees' motivation).
Table 4.14: Results of T- Test For Gender

Table 4.14a: Group Statistics					
	Respondent sex	N	Mean	Std. Deviation	Std. Error Mean
Employees' motivation	Male	247	3.0405	.67353	.04286
	Female	55	2.9455	.73076	.09854

Table 4.14b: Independent Sample T-test (Gender on employees' motivation)

(n=302) **Independent Samples Test**										
E m p . m o t		Levene's Test for		t-test for Equality of Means					95% Confidence	
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
	Equal variances assumed	.294	.588	.932	300	.352	.09503	.10201	-.10572	.29578
	Equal variances not assumed			.884	75.76	.379	.09503	.10745	-.11899	.30905

Source: Own survey, 2014

H 6.2: The hypothesis for position can be stated as:

Null: Employees' motivation will not vary significantly depending on position in the company.

Alternative: Employees' motivation will vary significantly depending on position in the company.

Table 4.15: Results of mean comparison on position

Report					
Employees' motivation					
Respondent's current position	Mean	N	Std. Deviation	Kurtosis	Skewness
non managerial	3.0181	277	.69394	.239	-.024
Managerial	3.0800	25	.57155	.429	.026
Total	3.0232	302	.68403	.264	-.029

Source: Own survey, 2014

Table 4.15: shows that, the motivation mean of non- managerial and managerial is 3. 0181and 3.0800 respectively. The table also shows though, the motivation mean of managerial slightly greater than non-managerial, in terms of dispersion within the group, standard deviation of non –managerial is slightly greater than of managerial (.69394 and . 57155 respectively). Moreover, the skewness and kurtosis statistics for position are within the acceptable range for normality.

Independent Sample t-test (position on employees' motivation)

The statistical t-test in the table below, confirm that there was no significant difference between the two groups (The requirement for equal variances is satisfied and the "Equal variances assumed" is used. (Table 4.15b) and the dependent variable was not explained by position.

Table 4.15: Results of T- Test For Position

Table 4.15a: Group Statistics					
	Respondent's current	N	Mean	Std. Deviation	Std. Error
Employees' motivation	non managerial	277	3.0181	.69394	.04170
	Managerial	25	3.0800	.57155	.11431

Table 4.15b: Independent Sample T-test (positron on employees' motivation)

(n=302) **Independent Samples Test**										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Emp-loyee moti-nation	Equal variances assumed	0.524	0.47	-0.433	300	0.665	-0.06195	0.14304	-0.343	0.21 954
	Equal variances not assumed			-0.509	30.764	0.614	-0.06195	0.12168	-0.310 19	0.18 629

Source: Own survey, 2014

4.7.3.2. ANOVA Analysis

The researcher use ANOVA Analysis to absorb whether the means of the dependent variable differ significantly across the categories of age, education, experience and working unit's field.

One Way ANOVA Analysis of Age

H 6.3: the hypothesis for age can be stated as:

Null: Employees' motivation will not vary significantly depending on age group in the company.

Alternative: Employees' motivation will vary significantly depending on age group in the company.

In the ANOVA tables below, the F value (.583) is not significant. Thus, there is not enough evidence to conclude that the employee s' motivation will vary depending on age group in the company.

Table 4.16: Results of One Way ANOVA for Age

ANOVA					
Employees' motivation					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.822	3	.274	.583	.626
Within Groups	140.016	298	.470		
Total	140.838	301			

Source: Own survey, 2014

One Way ANOVA Analysis of Education

H 6.4: the hypothesis for education can be stated as:

Null: Employees' motivation not vary significantly depending on education level in the company.

Alternative: Employees' motivation varies significantly depending on education level in the company.

Table 4.17: Results of One Way ANOVA for Education

ANOVA					
Employees' motivation					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.483	2	.242	.513	.599
Within Groups	140.354	298	.471		
Total	140.837	300			

Source: Own survey, 2014.

In the ANOVA tables above, the F value (.513) is not significant. This implies that there is no evidence to reject the null hypothesis. Hence, there is not enough evidence to conclude that the employee s' motivation will vary depending on educational status in the company.

One Way ANOVA Analysis of Experience

H 6.5: the hypothesis for experience can be stated as:

Null: Employees' motivation will not vary significantly depending on experience in the company.

Alternative: Employees' motivation will vary significantly depending on experience in the company.

Table 4.18: Results of One Way ANOVA for Experience

ANOVA					
Employees' motivation					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.475	3	.825	1.777	.152
Within Groups	138.363	298	.464		
Total	140.838	301			

Source: Own survey, 2014.

In the ANOVA table above, the F value (1.777) is not significant. This also implies there is not enough evidence to conclude that the employee s' motivation will vary depending on length of experience in the company.

One Way ANOVA Analysis of working unit's field

H 6.6: the hypothesis for working unit's field can be stated as:

Null: Employees' motivation will not vary significantly depending on working unit's field in the company.

Alternative: Employees' motivation will vary significantly depending on working unit's field in the company.

Similarly, In the ANOVA table below, the F value (1.297) is not significant. Hence, there is not enough evidence to conclude that the employee s' motivation will vary depending on working unit's field in the company.

Table 4.19: Results of One Way ANOVA for field

ANOVA					
Employees' motivation					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.815	3	.605	1.297	.276
Within Groups	139.022	298	.467		
Total	140.838	301			

Source: Own survey, 2014.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Based on the results obtained from the study, major findings and conclusions as well as recommendations to the study company with regard to improving employees' motivation focused on the result of this study are also presented in this chapter.

5.1   Summary of Findings

From the analyses, the researcher has tried to present the major findings. From the descriptive analysis, the researcher observed that, the response to the questionnaire items when analyzed in terms of individual questions were ranging from strongly disagree to strongly agree but the overall mean score of respondents for all the dependent and independent variable's item of the questionnaire was medium (average).

The mean score for the independent variables of intrinsic, extrinsic and transformational justice factors was 3.1, 3.22 and 2.57 respectively while the mean score for the dependent variable of employees' motivation was 3.02. Here, the mean score for extrinsic is the highest while the mean score for transformational justice is the lowest. This implies employees in the company have relatively good feelings towards the extrinsic factors of motivation such as relationship with peers, relationship with boss and salary while their feeling towards the transformational justice factors such as fairness, clarity, and open communication and the like is negative.

Based on the descriptive analyses of the results of the study, the company has young and qualified work force since most of them are degree and above falling in the age range 25-35 years with experience 5-10 years. This may give them capacity to have good known how about the company and to give quality services provide that they are motivated and committed.

Regarding to the testing of research hypothesizes, the results indicate that: the relationship between dependent and independent as well as among independent variables was positive and

statistically significant. The strength of the relationship of the overall average of the intrinsic, extrinsic and transformational justice factors with the employees' motivation were high (.748, .639 and .537 respectively).

The above hypothesis test analysis was also supported by the result of regression analysis. In the regression analysis model, the dependent variable employees' motivation was explained 62% by the independent variables (Adjusted R=0.620) and the model as a whole is statistically significant and intrinsic factors makes the largest contribution. By referring to this analysis, the equation for the employees' motivation in Ethio Telecom is:

ŷ= 0.586+ 0.231 Extrinsic + 0.445 Intrinsic + 0.112 Transformational justice

Ŷ: is estimated value of employees' motivation

The equation above shows that three of the independent variables significantly predict the dependent variable. It also shows the impact of intrinsic factors on employees' motivation is greater than the impact of extrinsic factors.

From the comparison of general information analysis (t-test and analysis of variance), independent sample T-test was conducted to see the effect of gender and position on employees' motivation but the result showed that the dependent variable was not explained both by gender and position. In the same manner, One-way analysis of variance was conducted to see the effect of age, education, experience and working unit's field on employees' motivation but they have no significant impact on the dependent variable as the p value for the tests were greater than 0.05.

Analysis findings from the open ended questions showed that most of the respondents said that, the transformation resulted in both negative and positive effects towards employees' motivation. Salary improvement, new working procedures and communication systems were among the factors that most of the respondents recognized as positive consequence of the transformation. Whereas, unclear human resource practices, wrong assignment (no professionally related assignment), lack of cross-departmental cooperation and absence of career development were among the factors that most of the respondents recognized as negative consequence of the transformation towards employees' motivation.

5.2   Conclusions

The conclusions related to this study are presented in this section. The purpose of this study was to answer and test the proposed objectives and hypotheses. Accordingly, data were collected, analyzed and interpreted using various methods. Six hypotheses were proposed to be tested in this study.

The following section is organized in a manner to answer and test the objectives and hypotheses.

The key factors (independent variables), affecting employees' motivation (dependent variable), investigated in this research were intrinsic, extrinsic, and transformational justice factors.

 Descriptive statistics of the study indicates much of the responses for the dependent and independent variables fall within the medium category. This shows at what motivation level that most employees' of the company are found. In addition, when the number of respondents for the variables at the medium level of motivation is compared, the number for transformational justice is the lowest relative to the others. However, when the comparison is made at the low level motivation, the number for transformational is the highest relative to the others, From this the researcher concluded that majority of respondents found on the medium level motivation but with regard the perception towards transformational justice great number of respondents found on the low level motivation. This indicates that the transformational effect on employees' motivation in the company is somewhat negative.

 The findings of the study showed that intrinsic, extrinsic and transformational justice factors were positively related and significantly affect the dependent variable 'employees' motivation' ($p < 0.05$). The regression analysis results showed that the higher the value of these hypothetically accepted factors the higher the employees' motivation in the studied company will be.

The results of the analysis showed that all motivational factors and transformational justice factor have positive relationship with employees' motivation though the strength of the relationship differs from one another. Here, intrinsic factors have greatest impact on employees' motivation followed by extrinsic and transformational justice. From this model one can also

65

understand that there are other factors that can influence employees' motivation in the company accounting for 38% but those factors are out of the scope of this research.

From the above subsection description, key factors which have strong relationship with the employees' motivation need to be well recognized. These key factors contributing to improving employees' motivation in Ethio Telecom were intrinsic, extrinsic, transformational justice factors respectively. On the other hand as per the results of the hypotheses tests, demographic variables have not significant effect on employees' motivation in the company i.e. employees' motivation in the company not affected by demographic variables. The mean score of the descriptive analysis, the positive results of the correlation analysis as well as the sign and magnitude of the coefficients in the multiple regression equation have many implications towards the studied company. Based on the result, the researcher concluded that there is significant relationship between each independent variable and employees' motivation in the company. Intrinsic factor was found to contribute most to employee motivation.

In addition, the researcher concluded that the implementation process of the transformation de-motivates most of the employees in the company.

Therefore, most of the projected hypotheses (hypothesis 1, 2, 3, 4, and 5) were accepted as the results of the tests support the proposed hypothesis with a p value significance level less than the cut of (0.05) in the findings where as one (hypothesis 6) was rejected as the results of the tests were in contrary to the proposed hypothesis with a p value greater significance level than the cut of (0.05).

Table 5.1 below summarized the hypothesis the researcher developed for this study and the result of the hypothesis testing.

Table 5.1: Summary of Hypothesis Testing Results

Hypo-Theses	Description	Testing Method	Testing Result
H1	There is positive relationship between transformational justice factors and employees' motivation in the company	Correlation	Supported
H2	There exists positive relationship between motivators and employees' motivation.	Correlation	Supported
H3	There exists positive relationship between de-motivators and employees' motivation.	Correlation	Rejected
H4	Transformational justice, Hygiene and Motivator factors significantly explain the variance in employees' motivation in the company.	Regression	Supported
H5	The impact of motivator factors on employees' motivation is greater than the impact of hygiene factors in the company.	Regression	Supported
H6	Employees' motivation will vary significantly depending on each demographic variable in the company.	T-test and Analysis of variance	Rejected

Source: Own survey, 2014.

5.3   Limitations of the Study

The paper was conducted in Addis Ababa being constrained by not having sufficient time and budget to gather enough data from the whole company level employees. Moreover, Organizational transformations affect different dimensions but this paper concentrated to the effect on employees' motivation. In addition, the topic is more or less subjective and requires employees' cooperative and honest response. However, in times of data collection, the researcher faces some individuals who hesitate to respond. One indication for this is out of the total sample size distributed, 55 questionnaires are not returned due to respondents' lack of cooperativeness. This may impacted or influenced the application or interpretation of the results of the study to support fully the findings and recommendation.

5.4.   Recommendation

The thesis tried to come up with lessons for understanding of organizational transformation in terms of intrinsic, extrinsic, transformational justice factors and overall employees' motivation in

the company. Depending on the findings of the research, the researcher forwards the following recommendations. The company will be more productive, effective and more competitive if it tries:

↳ To improve overall employees' motivation. As the study indicated, the mean score of majority's response to wards employees' motivation is falling on the medium category, hence, the company has to try to take actions which result in employees' motivation improvement. Motivation is expected to decreases if employees feel that they are neglected or treated unequally and to increase employees' motivation, Ethio Telecom should tries to have fair, clear and well communicated companywide actions. Having clear and well communicated actions helps employees to be aware, management to decrease biasness and to build strong honesty and trust between the company and its employees which benefits both employees and the company.

↳ To consider and give due attention both on intrinsic and extrinsic factors when taking actions to motivate its employees' but more attention should be given to intrinsic factors. As the result of the study indicated impact of those intrinsic factors on employees' motivation is more than the extrinsic one. Michal Kirstein (2010), suggest that employees are motivated by factors of many different categories, the most efficient approach should not be based solely on intrinsic motivators neither on extrinsic motivators and being aware of the factors that are the most important for employees companies can meet the challenge of attracting, motivating and retaining them. Thus, Ethio Telecom has to give due attention for intrinsic and extrinsic motivational factors, especially for growth, work itself as well as working conditions as their mean value result in this study is low relative to the other factors.

↳ To make the transformation effective through common understanding of all employees' of the company, because with regard the perception towards transformational justice great number of respondents found on the low level motivation (n=138, 46 %) which is high compared to perception towards overall motivation (n=55, 18%) (See also fig. 4.3). This implies respondents perceived the transformation negatively and the company has to avoid these negative feelings in order to achieve the intended results of the transformation. This

can be done by identifying the points that disappointed employees during and after the transformation and then taking corrective actions which result in communal understandings thereby improving employees' motivation.

✤ To utilize its workforce effectively, because as indicated in the first section of chapter four (4.1), it is clear that majority of the company's work force are young & educated. However, according the response from open ended and transformational justice questions there is disagreement with regard to fair transformational implementation, human resource practices, professionally related assignments, cross-departmental cooperation and career development. This all contributed for employees' motivation to be low and Ethio Telecom should make improvements in those area so as to get better output of its employees.

✤ To give consideration to employees' overall motivation, development and welfare. Because employees are concerned more about intrinsic factors, Ethio Telecom should develop approaches to enrich these factors so as to motivate employees and there by make them motivated, innovative and committed to accomplish assigned tasks. Especially Ethio Telecom should allow advancement opportunity, conducive working environments and professional job assignments.

✤ To set employees' motivation surveys time line and carry out periodically. This helps the company to have updated information on what has to be done to motivate its employees' to ensure quality service provision. Moreover, the company has to learn from its transformation practices to have potential on future change management as change is not a onetime event and having learning points creates the capacity to implement changes effectively and efficiently for next change programs.

Finally, t other researchers have to do more studies on these factors of motivation in order to see how those factors look like in different organizations in the country to understand more on the contribution of the factors of motivation on organizational efficiency, productivity, service quality and overall competitiveness in the dynamics and volatile environment associated with dynamic changes such as organizational transformation.

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APPENDICES

Appendix A: *Measurement scales of the study*
School of Graduate Studies, St. Mary's University Questionnaire:

This questionnaire is prepared by postgraduate student, Master of Business Administration (MBA), at SMU to gather data about the 'IMPACT OF ORGANIZATIONAL TRANSFORMATION ON EMPLOYEES' MOTIVATION AT ETHIO –TELECOM' and is to be filled by employees of the cased company. The data collected will be used only for academic purpose i.e. to produce a research paper which is a partial requirement for the student's award of Master of Arts in Business Administration.

The investigator would like to confirm you, respondents that the information you will provide will certainly be kept confidential. Bear in mind that your information and its accuracy are the very inevitable inputs for the research to produce qualified paper.

If you faced with any unclear question please communicate the investigator for better understanding.

Thank you in advance for filling the questionnaire making considerable sacrifices.

Section-One:-Demographic Data (Please Tick Inside the Given Box)

1. Sex?   Male ☐   Female ☐

2. Age?   <25 years ☐   25-35 years ☐   36-45 years ☐   >45 years ☐

3. **Your academic status**?   Certificate ☐   Degree ☐

                                     Diploma ☐   Master and above ☐

4. Your division's or department's field?

    Support ☐   Commercial ☐

    Technical ☐   Information system ☐

5. Years of experience?   <5 years ☐   5-10 years ☐   11-15 years ☐   >15 years ☐

6. Position?   Managerial (**N-3 & above**) ☐   Non-managerial (**N-4 & N-5** ☐

General **Directions**

For each of the questions in the following sections, please **tick** a number that represents your choice as to the level of agreement or disagreement you do have.

Note: - You will find statements about certain aspects of your present job [Read each statement carefully and describe how you feel about the aspect **during and after transformation**] **then**:

1 means, the aspect described is poorer than you would like to be.

2 means, the aspect described is not quite what you would like to be.

3 means, you are indifferent with the aspect described.

4 means, the aspect described is what you would like it to be.

5 means, the aspect described is even better than you expected to be.

Finally: 1= strongly disagree   2= Disagree   3= Neutral (Neither agree nor disagree) 4 =Agree 5= strongly Agree.

Extrinsic and Intrinsic Factors of Motivation.

Generally, Extrinsic factors are those factors resulted in de- motivation or dissatisfaction when they are inadequate and avoid de-motivation or dissatisfaction when they are adequate but could not resulted in high motivation while, Intrinsic factors are those factors resulted in high motivation when fulfilled(when they are adequate).

Section-two: - Intrinsic Factors of Motivation.

*Intrinsic factors refer to the **job content** elements which include: Job itself, Recognition, Possibility for Growth, responsibility and achievement).*

No	Items/Descriptions For Intrinsic Factors	Alternative level of agreement				
		1	2	3	4	5
1	I feel I have contributed towards my company in a positive manner and the tasks I am doing motivate me to perform better.					
2	I feel motivated with my job, because, I being able to do something worthwhile.					
3	My job allows me to learn new skills with opportunities for advancement.					
4	I have opportunity for professional advancement.					
5	My job position has an opportunity to do the kind of work that I do best.					
6	My work is exciting having chance to do different things on the job using my best ability and skill.					
7	I feel my job position is valued to the company's success and my boss always thanks me for a job well done.					
8	I am motivated with the appreciation I get for doing a good job.					
9	I am given the chance to make decisions on my own to accomplish my work.					
10	my responsibilities are acceptable in relation the position I have.					
11	My job allows me to improve my experience, skills, performance and I am grown as a person.					
12	I am empowered enough with required training and education to do my job.					

Section-three: - Extrinsic Factors of Motivation.

Extrinsic factors refer to the job context elements which include: salary, working conditions, job security, company policies and interpersonal relationships (both with boss and peers.

No	Items/Descriptions For Extrinsic Factors	Alternative level of agreement				
		1	2	3	4	5
1	I understand the vision, mission, policies, etc and the way in which they are administered and put in to practice.					
2	The company policy is favorable for its workers and I am kept informed of all important issues in my company.					

3	I am happy with the spirit of cooperation among my co-workers.					
4	My colleagues are helpful, friendly and I can develop close friendship with my co-workers easily.					
5	I am motivated with the competence of my boss in making decisions and provide help on hard problems.					
6	My boss is strong and trustworthy leader and I feel the support from he/she has improved my performance.					
	I feel safe working at my workplace.					
8	I feel safe working in this company and I believe my job is secure.					
9	I believe my salary is fair and encouraged to work harder because of my salary.					
10	The pay I receive is appropriate for the work I am doing.					
11	I am proud to work for my company because of the pleasant working conditions such as heating, lighting, ventilation, physical surroundings etc on my job.					
12	I feel motivated, because, the comforts I am provided at work are encouraging.					

Section-four: - Perceived Transformational or Procedural Justice Related Questions:

Following are items presented in positive form statements to measure transformational or procedural justice, please choose a number which represent your level of agreement or disagreement.

No	Items/Descriptions Transformational or Procedural Justice	Alternative level of agreement				
		1	2	3	4	5
1	In the new assignment/placement of employees, it seems that professional career development is considered.					
2	The transformation made employees to feel- secure about future of their job.					
3	After transformation, employees' trust and commitment to the organization increased.					
4	Benefits for the employees were improved as expected.					
5	The new staff assignment could clearly explained employees' roles and fitness to the job they are assigned.					

6	I am motivated with the new working procedures and mechanisms as well as job descriptions created to facilitate my work after the transformation.					
7	After transformation, the company's salary payment was adjusted according to the job fit.					
8	The needs, goals and directions of the new company were clearly defined and communicated to the employees.					
9	The implementation process of the transformation was clear, open and honest to employees at all time.					
10	The company's compliant handling desk has played great role during and after transformation to provide answers for employees' compliance.					

Section-five: - Perceived Over All Motivation Related Questions:

*Following are items presented in positive form statements to measure over all employees' motivation level in Ethio Telecom . Please **tick** the appropriate number on the scale that represents your level of agreement or disagreement.*

No	Items/Descriptions For General Motivation Level	Alternative				
		1	2	3	4	5
1	I am motivated with the recognition I get for doing a good job.					
2	I am motivated with my Promotion opportunity (chance to advance on this job).					
3	I am motivated with the Quality of supervision (the way my boss decides and handles his/her people).					
4	I am motivated with my work environment (physical environment where I work).					
5	In general, I am motivated with my job (Because of chance to do something that makes use of my ability and chance to do different things from time to time).					
6	I am motivated with the way co-workers get along each other in my company.					
7	I am motivated with what *I* achieve at work (Feeling of accomplishment I get from the job).					
8	I am motivated with my responsibility (freedom to use my own judgment).					
9	I am motivated with the implementation justice of my company's transformation. (The way organization policies were put in to practice and sense of fairness).					
10	I am motivated with the results of organizational transformation in Ethio Telecom .					

Section-Six: - **Open-Ended Type Questions:**

Q1. Do you think the organizational transformation impacted employees' motivation? Explain briefly Please?_____

_____

_____

_____

Q2. Write something which happened to you in your job and which made you feel motivated **during and after the transformation**_____

_____

_____

_____.

Q3. Write something which happened to you in your job and which made you feel de-motivated **during and after the transformation**_____

_____

_____

_____

Q4. The thing that **most motivates** you to do good work at your job is_____ and the thing that **most de-motivate** you at your job or position is_____.

NB: - Please note if you have any other comments or opinion. _____

_____

_____

_____.

Thank you for your response!!

Appendix-B: Required Sample Size

Required Sample Size†

Population Size	Confidence = 95%				Confidence = 99%			
	Margin of Error				Margin of Error			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	196	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763
1,000	278	440	606	906	399	575	727	943
1,200	291	474	674	1067	427	636	827	1119
1,500	306	515	759	1297	460	712	959	1376
2,000	322	563	869	1655	498	808	1141	1785
2,500	333	597	952	1984	524	879	1288	2173
3,500	346	641	1068	2565	558	977	1510	2890
5,000	(357)	678	1176	3288	586	1066	1734	3842
7,500	365	710	1275	4211	610	1147	1960	5165
10,000	**370**	727	1332	4899	622	1193	2098	6239
25,000	378	760	1448	6939	646	1285	2399	9972
50,000	381	772	1491	8056	655	1318	2520	12455
75,000	382	776	1506	8514	658	1330	2563	13583
100,000	383	778	1513	8762	659	1336	2585	14227
250,000	384	782	1527	9248	662	1347	2626	15555
500,000	384	783	1532	9423	663	1350	2640	16055
1,000,000	384	783	1534	9512	663	1352	2647	16317
2,500,000	384	784	1536	9567	663	1353	2651	16478
10,000,000	384	784	1536	9594	663	1354	2653	16560
100,000,000	384	784	1537	9603	663	1354	2654	16584
300,000,000	384	784	1537	9603	663	1354	2654	16586

Appendix –C: Content versus Process

	Content Theories					Process Theories			
	Deal with "what" motivates people and it is concerned with individual needs and goals.					*Deal with the "process" of motivation and is concerned with "how" motivation occurs.*			
T h e	**Hierarchy of Needs theory**	**ERG Theory**	**Two Factor Theory**	**Achievement Need Theory**	**Theory X and Theory Y**	**Expectancy Theory**	**Goal Theory**	**Equity Theory**	**Reinforcem ent Theory**
B a si c c o n c e pt	*Individuals strive to seek a higher need when lower needs are fulfilled.* *Once a lower-level need is satisfied, it no longer serves as a source of motivation.* *Needs are motivators only when they are unsatisfied*	*simplified Maslow's theory by categorizin g hierarchy of needs into three* *Physiologic al and Safety as Existence* *Belonging as Relatedness and* *Self-esteem and Self-actualizatio n as Growth Needs*	*Suggested that two kinds of factors affect motivation (Hygiene & Motivators) Hygiene factors create dissatisfaction if they are inadequate, yet do not result in significant motivation when they are adequate where as Motivators Could result in significant motivation when they are adequate.* *In short. Hygiene determines dissatisfaction, and motivators determine satisfaction.*	*Identified three basic needs that people develop and acquire from their life experiences.* *Needs for achievement,* *Needs for affiliation and* *Needs for power. Generally, individuals develop a dominant bias or emphasis towards one of the three needs.*	*This theory is about managers' and supervisors' attitudes toward employees, and effects on workplace motivation.* *theory x ('authoritari an management' style)* *theory y ('participativ e management' style)*	*Asserts that the motivation to behave in a particular way is determined by:* *An individual's expectation that behavior will lead to a particular outcome, multiplied by the preference or valence that person has for that outcome.*	*proposes that motivatio n and performa nce will be high if individua ls are set specific goals which are challengi ng, but accepted , and where feedback is given on performa nce*	*Asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others.*	*States that individual' s behavior is a function of its consequenc es. It is based on "law of effect", i.e., individual' s behavior with positive consequenc es tends to be repeated, but individual' s behavior with negative consequenc es tends not to be repeated.*
A u t h o r	Maslow (1943)	Alderfer(19 69)	Herzberg (1959)	McClelland (1961)	McGregor (1960)	Vroom (1964)	Locke (1968)	Adams (1963)	Skinner (1948)

Source: Adapted from the literature

Appendix-D: Assumptions of Multiple Regressions

Normality of the distribution

Multiple regressions require that the independent variables in the analysis be normally distributed.

Descriptive Statistics						
	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employees' motivation	302	3.0232	-.029	.140	.264	.280
Extrinsic	302	3.2219	-.022	.140	-.357	.280
Intrinsic	302	3.0993	-.025	.140	-.112	.280
Transformational justice	302	2.5861	.607	.140	.667	.280
Valid N (listwise)	302					

Source: Own survey, 2014.

The skewness and kurtosis statistics for all the variables are within the acceptable range for normality (-1.0 to +1.0). Hence, the assumption of normality for multiple regressions is fulfilled.

Linear relationship

Multiple regressions assume a linear relationship between independent and the dependent variables, multiple regressions also assumes the range of variance for the dependent variable is uniform for all values of the independent variables.

Source: Own survey, 2014

A visual inspection of the above figure, suggests that the relationship is linear.

Homoscedasticity (equal variance)

Multiple regressions also assume the range of variance for the dependent variable is uniform for all values of the independent variables. Inspection of the plots in the above figure also shows good variability in the plots

Independent of residuals

The Durbin-Watson statistic is used to test for the presence of serial correlation among the residuals. The value of the Durbin-Watson statistic ranges from 0 to 4 and as a general rule, an acceptable range is 1.50 - 2.50. In this study, Durbin-Watson is 1.974 (table 4.11a) and within the acceptable range.

Multicollinearity

Multicollinearity exists when Tolerance is below .10 and variance inflation factor (VIF) is greater than 2.5. In this study, all of the tolerance values are greater than .10 and the VIF values are less than 2.5 (table4.11c).

Appendix-E: Reliability Test Result for Questionnaire Items

For first 20 questionnaires

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employees' Motivation	43.1400	49.829	.795	.879
Achievement	42.8700	53.313	.375	.893
Advancement	43.1950	49.083	.516	.890
Work it self	42.9450	48.167	.722	.879
Recognition	42.7950	51.331	.604	.886
Responsibility	42.9700	47.893	.639	.883
Growth	43.4450	48.441	.781	.878
Company policy	43.2450	48.402	.728	.879
relationship with peers	42.8450	51.355	.497	.889
Relationship with boss	42.9200	49.561	.533	.888
Jeb security	43.3700	45.144	.729	.879
Salary	42.8700	55.071	.143	.904

Items				
Working conditions	43.0450	53.557	.319	.896
Transformational justice	43.4800	48.476	.847	.876

Source: own survey 2014.

For all 302 questionnaires

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employees' Motivation	40.0702	70.237	.811	.903
Achievement	39.8056	67.261	.660	.905
Advancement	40.1019	66.514	.687	.904
Work it self	40.0837	67.514	.716	.903
Recognition	39.8519	70.399	.560	.909
Responsibility	39.8718	68.835	.704	.904
Growth	40.1268	69.706	.609	.907
Company policy	39.9529	68.728	.588	.908
relationship with peers	39.4595	71.393	.510	.910
Relationship with boss	39.8983	68.213	.623	.907
Jeb security	39.9281	67.864	.626	.907
Salary	39.7443	71.239	.478	.912
Working conditions	40.1251	69.017	.624	.906
Transformational justice	40.4655	71.725	.650	.907

DECLARATION

I, the under singed, declare that this thesis is my original work, prepared under the guidance of Shoa Jemal (Assistant 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. It is offered for the partial fulfillment of the degree of MA in Business Administration [MBA].

_____   _____

Name   Signature & Date

St. Mary's University, Addis Ababa   **April, 2014**

ENDORSEMENT

This thesis has been submitted to St. Mary's University College, School of

Graduate Studies for examination with my approval as a university advisor.

_____   _____

Advisor   Signature & Date

St. Mary's University, Addis Ababa   April, 2014