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ST. MARY’S UNIVERSITY COLLEGE

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF GENERAL MASTER OF BUSINESSADMINISTRATION

ASSESSMENT OF FACTORS AFFECTING EMPLOYEE'S MOTIVATION: IN THE CASE OF ETHIO TELECOM CUSTOMER SERVICE IN ADDIS ABABA

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 Addis Ababa, Ethiopia

**ASSESSMENT OF FACTORS AFFECTING EMPLOYEE'S MOTIVATION**

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

**By: Eyerusalem Lisanwork**

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**APPROVED BY BOARD OF EXAMINERS**

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Declaration

I declare that this thesis is my original work prepared under the guidance of Mesfin Abebe **(PHD)**. All source 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 institutions for the purpose of earning any degree.

Name Signature

St. Mary University College, Addis Ababa December, 2020

**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

St. Mary University College, Addis Ababa December, 2020

#

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**LIST OF ACRONYMS**

CAAZ Central Addis Ababa zone

EAAZ East Addis Ababa zone HQ Head quarter

NAAZ North Addis Ababa zone

SWAAZ South Addis Ababa zone

 WAAZ West Addis Ababa zone

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# Abstract

# *Motivation is one of the most critical elements in the area of Human Resources Management. Companies design motivation systems not only to encourage employees to perform their best in the most efficient way, but also to attract future candidates to apply for specific posts. To be able to create an efficient motivation system, the key is to answer the question: What really motivates employees in an organization? To this end, the purpose of this research is to Assessment factors affecting motivation amongst the employees of the company. A questionnaire survey was undertaken among 204 employees of the company to analyse their perceptions regarding motivation in workplace and also investigating the opinions of the supervisors of each department and also with Managers about the same issue.**In this study the researcher used descriptive research design with 5 Likert scale to measure variables and Data was qualitatively collected through close-ended and open­ ended questionnaires. Data was analyzed through correlation and multiple regressions using SPSS software. According to the study, it was found out that financial, recognition; co-worker and supervisor relationship factors are the most influencing factors. Generally, the company should focus on employees motivational factors especially carrier growth and development, job security, and work condition.*

# CHAPTER ONE: INTRODUCTION

## 1.1. Background of the Study

According to Kaat and kondly (2009) Study, “A committed employee is remarkably valuable for organization”. He can be effective in increasing the success of any organization depends on allocation, proper using of tools, equipment, money, raw material and human resources of the organization in its programs, and this will be possible if these organizations are able to operate skills, abilities and personal and collective characteristics of their employees toward goals of the organization.Maidan (1991) study, production and productivity through doing things in a timely manner and sense of responsibility and Managers can make the employees committed to the organization with meeting their basic needs of employees, establishing mutual trust between itself and them, and creating a culture free from blame.

According to David et.al 2010, study Proper understanding of motivation can serve as a valuable tool to identify causes of behavior in organizations and to predict the impact of managerial actions Also, through recognition of motivation, the organizations behaviors may be lead so that individual and organizational objectives can be meet. Several factors effect on low work motivation in organizations, that’s why the management should seek ways and techniques to increase their employees ‘motivation.

According to Chyung 2001 study, Management is often considered as collaboration with others and this requires knowing aboutEmployers' behavior and the factors influencing their behaviors to motivate them for obtaining somepredicted aims. There are many evidences to believe that many human resources only use a smallamount of their work experiences to contribute to their work. In some public offices such asmunicipalities and other offices, permanent workers are less motivated and in some cases, they do nothave good motivation to contribute to their working environment

According to Armstrong (2009), high performance is achieved by well-motivated people who are prepared to exercise discretionary effort. To motivate people it is necessary to appreciate how motivation works, this means understanding motivation theory and how the theory can be put into practice. However, one of the biggest challenges that the business world is facing today is lack of awareness how to motivate their employees and enable them more dedicated, persistent and have intensified effort towards achieving the organization’s goals. According to Henman (1970) study, the way employees are motivated should not be made arbitrarily and should be undertaken in a more systematic and coordinated manner, even this should be supported with continuous and realistic assessment or survey of the need of the employees,

According to Hugo 1985, employees’ attitude surveys have been frequently used to ascertain what sparks and sustains their desire to work hard, However, not all organizations understand and acknowledge the need for motivation of their employees and consequently suffer from low performance of employees, which has direct impact on their low profitability. According to Ford 1969, When employees are not motivated to do their job and are not satisfied with their work environment in general, the tendency is to slack at work, fall short of deadlines, repeat work done due to errors and consequently, fail to deliver the promised product or service at the highest standards of quality.

Ethio-telecom, the sole provider of telecom services in Ethiopia, has 22,288 employees all over the country. According to Atchison and Lefferts 1972, Even though customers have no choice except Ethiotelecom to get telecom services, a number of factors influence the motivation of its employees and motivating them will have a direct impact on the maximizations of its profit.however, it is common to hear customers complaining on the service of the company. The researcher has witnessed this and heard customers complaining, for instance, on network quality, cost of service and customer handling. Most of them assume that this is associated with employees as less motivated with low sense of ownership. However Ethio-telecom offers relatively high salary and very attractive benefit packages which might be a motivating factor for employees.

According to Armstrong (2009), People are motivated when they expect a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their needs and wants.

Hence, the purpose of this study is to identify and critically evaluate the factors influencing the motivation of the employees and draw the attention of the company to take care of its employees’ motivation and to identify factors that motivate them in order to achieve its objectives. Moreover, it also aimed to contribute its own share in indicating a way how motivated employees will increase customer handling mechanisms and how it gives values to the company as well as the customers, which intern maximize the company’s profitability.

## 1.2 Background of Organization

The introduction of telecommunication services in Ethiopia dates back to 1884, seventeen years after the invention of telephone technology in the world. It was Menelik II, the King of Ethiopia, who introduced telephone technology to the country around 1884, with the installation of 477km long telephone and telegram lines from Harar to Addis Ababa. Ethiopian Telecommunications Corporation (ETHIO TELECOM) is the oldest public telecommunications operator (PTO) in Africa. It is a state owned enterprise and the sole telecom service provider in the country. The telecommunication services in Ethiopia have made rapid stride both in quality and quantity.

## 1.3. Definition of Terms

The main theme of this research paper is investigating the factors by which employees’ motivation could be affected. Conceptually and operationally, the relevant terms of this study has been defined as follows:

**Motivation** – is defined as a psychological feature that induces an organism to act towards a desired goal and causes, controls, and sustains certain goal-directed behaviours. It can be considered as a driving force; a psychological one that compels or reinforces an action toward a desired goal (*Wikipedia, the free encyclopedia).*

**Factor** -could be defined as a reason or a cause for something to happen.

**Influence** could also be defined as an impact for the action of someone.

**Work environment** it used to describe the surrounding conditions in which an employee operates

**Pay and benefited** direct and indirect cash or non-cash compensation paid to an employee.

**Management system** management system is a framework of process and procedure used to ensure that an organization can fulfill all tasks require to achieve its objective

**Corporate culture** corporate refers to the shared values, attitude, and standard, belief that characterized member of an organization and defined its nature.

## 1.4 Statement of the Problem

According to Gautama, Mandal and Dalal, 2006,Employee motivation is a topic that has received very significant attention by managers and researchers alike it is acknowledged with certainty that no organization may possibly thrive without their employees. Employees are the main reason any organization might have the potential to keep in existence for a long time. Similarly to Ethiotele inEthiopia, employees are the ones who play the major roles and make significant contributions to the organization. According to Hussein, 2011, customers, the need to buy its products is not a matter of choice, rather it is a matter of buying or not at all, sowell-motivated employees would influence the efficiency of the organization and the customers satisfaction that could lead to achieving the organization’s vision and goals also satisfy a customers need.According toChyung 2001, most of the company’s employees may perceive that they are not required to invest more effort towards keeping the comfort of their customers.When we see in Ethio tele sector, customers’ choice is very limited to get better service. It is believed that contribution of employees’ motivation considered as low by the customer.

 Ethio telecom has been criticized for poor quality of services. The researcher has witnessed this and heard customers complaining by the reason of getting poor service as well as heard complainingfrom employees, for instance direct and indirect cash or non-cash compensation paid to an employee,employees can’t get enough space to be able to work comfortable which means can’t get better work condition, technology that’s slow, outdate, or ineffective is frustrating to use. And over time, that frustrate can erode employee motivation and even push employee out the door, lack of workplace flexibility and balance, not encourage the desired behavior and action through an inconsistent recognition program, less job security and less co-worker relationship, complaining of high salary, attractive benefit packages, nature of work and its adjacent environment, other factor not enough to motivate them and are seeking other motivational factors, which became part of this study, and it seems that salary and related benefit packages are not the only motivating factors for most of the employees.This indicates that the service quality of ETHIO TELECOM in general and customer support services in particular are poor.

## 1.5. Hypothesis

**Motivational factors**

**H1**: financial factors significantly affect employee motivation in Ethio telecom.

**H2**: Job security significantly factors affect employee motivation in Ethio telecom.

**H3**: work condition factors significantly affect employee motivation in Ethio telecom.

**H4**: Recognition factors significantlyaffect employee motivation in Ethio telecom.

**H5**: co-worker and supervisor relationship factors significantly affect employee motivation in Ethio telecom.

**H6**: carrier growth and development factors significantly affect o employee motivation in Ethio telecom.

## 1.6. Objectives of the Study

### 1.6.1. General Objective

Generally, the objective of this research paper is to assessment offactors affecting employee’s motivation at Ethio telecom.

### 1.6.2. Specific Objectives

Under the overall framework of the above general objective, this research paper also has the following specific objectives.

* To examine whether or not financial factors significantly affect employee motivation in Ethio telecom.
* To investigating whether or not working environment significantly affect employee motivation in Ethio telecom.
* To investigating if job securities significantly affect employee motivation in Ethiotelecom.
* To assess whether or not co-worker and supervisor relationship significantly affect employee motivation in Ethio telecom.
* To examine whether or not carrier growth and developmentsignificantly affect employee motivation in Ethio telecom.
* Give possible suggestions and recommendations on the proper management of factors affecting employee motivation.
* Last but not least, the author believes that this paper may also serve as future reference material for similar research papers which are going to be studied on similar issues.

## 1.7. Significance of the Study

This study identifies factors affecting employee motivation levels. This study will be help to the Company to formulate and implement viable solution that would enhance employee performance in the workplace and the same time it will improve the company image and integrity to its existing and prospective customers and to the telecommunication industry in general.

Getting people to do their best at work is one of firmest challenges of managers. The significance of employees‟ satisfaction and motivation is being more and more important every day in the enterprises. Nohria, Groysberg, and Lee explain that the four drivers that emphasize motivation are: acquire, bond, comprehend and defend. They also highlight that the organizational levels of motivation are: the payment system, the ethos, the job design and performance-management, and allocation of resource processes Nohria, (2008). Motivated people make decisions to devote substantial effort to accomplish something that they value. Researches show that certainly there is a relation between motivation and performance, Deci& Gagne, (2005).

Basically, research studies are important tools used for decision making. If different organizational level decisions could not be supported by appropriate studies and assessments, their practicability and application may not be realistic and effective or could lead to wrong decisions.Accordingly, it is highly believed that this research paper could contribute and have a material significance in terms of:

Drawing the attention of the company towards giving due consideration and attention for the factors which could influence the motivation of its employees

* Creating awareness about the factors influencing the employee’s motivation o highlighting the importance of motivating employees for the achievement of organizational goals through customer satisfaction.
* Pointing out the consequences of not managing and addressing the factors influencing the motivation of the employees
* Suggesting possible recommendations for the company on the best practices in managing and addressing the factors influencing the employee’s motivation.
* Additionally, the study could also be used as a reference for further studies to be undertaken in the future on the same or related matters.

## 1.8. Delimitation of the Study

Scope of this study is limited to employee working at head office and other six shops of the company located in Addis Ababa. So regional offices will not including in the study because of time and economic constraints to access them and collect data relevant for the study. The reason why the researcher focus only in a head office and six other shops is, Ethio telecom is a big and complex organization that having a large number of branch office all over a country so itmight be take a time to done the research in a well. Also the concept delimitation of this study only focuses factors affect employee motivation in ethio telecom. The reason why focus only factors affect employee motivation is, employees have potential to play great role in any organization to keep in existence for a long time so to know factors affect employee motivation is very important to meet the need of employee motivation. Also those factors are very important to get well motivated employee.

## 1.9 Organization of the Study

The research paper will organize in different components or categories and contains three basic chapters; chapter one contains introduction of the study, background of the study, statement of the problem, basic research questions and objectives of the study, definition of terms, significance of the study and delimitation/scope of the study. Chapter two covers literatures which are relevant for the subject matter dealing with previous studies and literatures relevant to the study and it includes theoretical and empirical evidences relate to the study. Under chapter three the research design, population and sampling Design, types of data that will be collect and used, data analysis methods, data Collection methods and ethical considerations will be discuss.

# CHAPTER TWO: REVIEW OF RELATED LITRATURE

## 2.1. Introduction

This section gives an overview of the literature on the basics of Human Resources Management as well as an excerpt on Motivation, along with the various theories on motivation.

## 2.1. The Meaning of Motivation

Motivation is the driving force that makes people willingly want to put in their best in what they do. Many contemporary authors have defined the concept of motivation. Baron (1983) describes motivation as, “an accumulation of different processes which influence and direct our behavior to achieve some specific goal”. Pinder (2008) referred that, “Work motivation is a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work related behavior, and to determine its form, direction, intensity and duration.” According to L. Deckers (2010), Motivation is a person’s internal disposition to be concerned with and approach positiveIncentives and avoid negative incentives. To further this, an incentive is the anticipated reward or aversive event available in the environment.

## 2.2 Theories of Motivation

It is useful to provide a theoretical base for motivation because motivation varies over time and depending up on the circumstances and personality of individual. There is no single answer to what motivate people to work well.

Over the years, many theorists have come-up with many competing theories, which attempt to explain the complexity of motivation in workplace. Each theoretical perspective provides explanation on how motivation influences work performance. The underlying assumption is that financial and non-financial rewards affects work motivation and there is a connection between job security, recognition, working condition, co-worker relationship and employee motivation. However, to find out what motivates an employee it is important to look at the relevant theories behind the phenomenon.. These cognitive theories of motivation can be broadly classified into two groups; content theories and process theories. In this chapter, theories related to the purpose of this research will be presented.

### 2.2.1 Content and Process Theory

**A). Content Theory**

Contents theories attempt to explain what drives individuals to act in a certain manner based on a universal understanding that all human beings have needs, which pursue them to satisfy these needs lead to motivation. Maslow (1943) identified five human needs categorized them based on the priority of needs fulfillment. According to Maslow’s Hierarchy of needs theory, which consists of the physiological levels: safety and security, social, esteem or egoistic, self-fulfillment or self-actualization. Maslow’s Hierarchy of needs can illustrate a theoretical explanation of why salary is important. In Maslow’s Hierarchy of needs, when basic necessities of human being are fulfilled, the individual wants to use his capabilities at a full potential (Maslow, 1943). If the organization is not providing him opportunities to overcome his job assignments up to the level of his abilities, he will never be satisfied. It also increases the level of stress in the place of work. Alderfer (1969), however, revised the hierarchy needs theory by revamping five human core needs into three broad groups, such as "existence", "relatedness", and "growth”, which is known as ERG theory. The "existence need" is concerned with providing the basic materials similar to Maslow's physiological needs and security needs. The "relatedness need" refers to a personal relationship, which are similar to Maslow's belongingness and esteem needs and "growth needs" is about intrinsic desire for personal development, which is similar to Maslow's self-actualization need. ERG theory, however, contrast with hierarchy theory in few aspects. According to ERG theory, sometimes multiple needs might be acted as motivation drivers at the same time where one need appears to be more dominant than others (Lai, 2009), and higher levels of needs might come forward before fulfilling the lower level of needs. According to Herzberg's Motivation-Hygiene Theory, to create satisfaction it is needed to address the motivational factors that are associated with work (He calls it "Job Enrichment"). Every job should be examined to determine how it could be improved to satisfy more the employee. Herzberg's work categorized motivation into two factors: motivators and hygiene’s (Herzberg, Mausner&Snyderman, 1959). Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction.

**B). Process theories**

Process theories of motivation concentrate on how employee's needs influence their own behavior. In this perspective, "need" accounts for one component of the process through which individuals decides how to behave. According to Vroom (1964), people are motivated to do things to reach a goal if they believe in the worth of that goal. Kootz et al., (2007). This theory suggests that employee’s motivation depends on "expectancy", "instrumentality" and "valence". Expectancy theory explains how reward can lead one’s behavior to achieve the company's goal. An employee is willing to perform with a high level of effort when he or she believes that this will lead to desired rewards the theory states that that motivation is present only when employees realize a positive correlation that effort leads to job performance and job performance leads to rewards Griffin, (2008). Locke Edwin (1968) suggests the Goal-setting theory of motivation. The theory emerged from the idea of expectancy theory where a goal setting is a vital tool, which acts as an “immediate regulator of human action" Locke et al., (1981) that leads employees towards achieving the goal. "Goals affect performance by directing attention, mobilizing effort, increasing persistence, and motivating strategy development" (ibid). Setting a specific and challenging goal caused higher performance than no or not specific or did simple goal (ibid). Setting goal generally does not include motivational needs but enforce employees to be more productive to achieve the task they have given and as an obvious result it leads to some reward. In the case of complex tasks, however, this theory is not effective and if the goal set for individuals is not align with the goals of the organization, conflict may crop up, which causes lack of motivation and ultimately impair individuals' performance. The equity theory (1963) of motivation assumes that an individual is strongly motivated by a balanced result of input (such as effort, loyalty, hard work, commitment, skill, ability, adaptability, tolerance, determination, personal sacrifice, etc.) and Output(such as pay, salary, other benefits, recognition, reputation, praise and thanks, promotion, etc.)i.e. what an employee contributes and receives against of it. The theory is used to explain how employees’ judge the fairness of rewards received in proportion to resources invested for completing a task by assessing one's own investment-reward ratio, and comparing it against of another colleague holding a similar position, McShane et al., (2000).

## 2.3. The Nature of Motivation

According to Griffin (2008), Motivation is the set of forces that cause people to behave in certain ways. Employee may choose to work as hard as possible at a job, just hard enough to avoid a reprimand, or do as little as possible. The goal for the manager is to maximize the likelihood behavior and minimize the likelihood of the last. This goal becomes more important when we understand how important motivation is in the workplace. The importance of employee motivation in the workplace, the individual performance is generally determined by three things: Motivation (the desire to do the job), ability (the capability to do the job), and the work environment (the resources needed to do the job).If an employee lacks ability; the manager can provide training or replace the worker. If there is a resource problem, the manager can correct it but, if motivation is the problem, the task for the manager is more challenging. Individual behavior is a complex phenomenon, and the manager may be hard pressed to figure out the precise nature of the problem and how to solve it. Thus motivation is important because of its significance as the determinant of performance and because of its intangible character.

### 2.3.1. Intrinsic Versus Extrinsic Motivation

 **I. Intrinsic motivation**

Intrinsic motivation is the self-desire to seek out new things and new challenges, to analyze one's capacity, to observe and to gain knowledge. It is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on external pressures or a desire for reward. The phenomenon of intrinsic motivation was first acknowledged within experimental studies of animal behavior. In these studies, it was evident that the organisms would engage in playful and curiosity driven behaviors in the absence of reward. Intrinsic motivation is a natural motivational tendency and is a critical element in cognitive, social, and physical development. Students who are intrinsically motivated are more likely to engage in the task willingly as well as work to improve their skills, which will increase their capabilities. Students are likely to be intrinsically motivated if they:

* Attribute their educational results to factors under their own control, also known as autonomy or locus of control
* Believe they have the skills to be effective agents in reaching their desired goals, also known as self-efficacy beliefs
* Are interested in mastering a topic, not just in achieving good grades.

**II. Extrinsic motivation**

Extrinsic motivation refers to the performance of an activity in order to attain a desired outcome and it is the opposite of intrinsic motivation. Extrinsic motivation comes from influences outside of the individual. In extrinsic motivation, the harder question to answer is where do people get the motivation to carry out and continue to push with persistence. Usually extrinsic motivation is used to attain outcomes that a person wouldn't get from intrinsic motivation. Common extrinsic motivations are rewards (for example money or grades) for showing the desired behavior, and the threat of punishment following misbehavior. Competition is an extrinsic motivator because it encourages the performer to win and to beat others, not simply to enjoy the intrinsic rewards of the activity. A cheering crowd and the desire to win a trophy are also extrinsic incentives. Social psychological research has indicated that extrinsic rewards can lead to over justification and a subsequent reduction in intrinsic motivation. In one study demonstrating this effect, children who expected to be (and were) rewarded with a ribbon and a gold star for drawing pictures spent less time playing with the drawing materials in subsequent observations than children who were assigned to an unexpected reward condition. However, another study showed that third graders who were rewarded with a book showed more reading behavior in the future, implying that some rewards do not undermine intrinsic motivation. While the provision of extrinsic rewards might reduce the desirability of an activity, the use of extrinsic constraints, such as the threat of punishment, against performing an activity has actually been found to increase one's intrinsic interest in that activity. In one study, when children were given mild threats against playing with an attractive toy, it was found that the threat actually served to increase the child's interest in the toy, which was previously undesirable to the child in the absence of threat (Source:<http://en.wikipedia.org/wiki/Motivation>).

## 2.4.Motivational Factors

Human beings are motivated by satisfying their different kind of needs. Needs depend on many factors and vary by the person, situation, organization, nature of works, risk, educational background of employees, experiences and skills, position of work etc. All employees, therefore, have their own motivational factors to motivate them to perform their bests (Lin., 2007). Motivation is yield to many elements as financial factors (salary), carrier growth and development, job security, working condition, training and development, recognition, co-worker and Supervisor Relations, Workloads and promotion.

1. **Financial rewards (Salary)**

Money has been pointed out as a motivational factor by a large number of researchers. It is often seen as a symbol of success and also associated with comfort and security, Engelberg and Sjöberg, (2006). It is considered as an advantage for the managers, because they can use money as a strategy since money can have a great impact on employees’ performance. Some researchers have stated that motivation is the main instrument to be used. Knowing that it exists a direct correlation between salary and the results obtained, Androniceanu, (2011). Some researchers suggest Murphy, (1981) that the employee should be motivated through a proportional salary according to the efforts done in the job. There are other important factors as well, but having a satisfactory salary is among the top factors.

**B.Carrier growth and development**

Skills development, training growth opportunity and promotion are considered to be powerful motivation factors for employees to satisfy their need for esteem and self-actualization Lai, (2009). According to the Herzberg two factor theory, personal growth and development are known to be intrinsic factor, which make employee satisfied when these are met, and they, thereafter, become motivated. However, criteria must be set correctly for the purpose of promotion and growth, so that employees become motivated by fulfilling those, Brewster et al., (2003). Promotion and growth policy should be matched to the need of employees, Hoag and Cooper (2006).

**C. Co-worker and Supervisor Relations**

Good relationship between supervisor and the worker is a convincing issue which causes work satisfaction. Employee’s bad feeling to their immediate authority impact on their job performance which leads to dissatisfaction and lack of motivation. According to Tyilana (2005) unfavorable supervision, company policy and administration and interpersonal relationship with supervisor cause 60% job dissatisfaction. There is a variety of ways to develop the relationship such as, through task (giving feedback, taking ideas from employee, giving consultation etc.) and non-task(showing respect, caring employees as individual etc.)

**D. Recognition**

Appreciation is one of the most top desires of employees which motivate and keep them productive, glanz, (2002) by enhancing the employee’s morale, which “allows them to think better of themselves and their ability to contribute towards organization goals. Employees with high self-esteem are more intrinsically motivated, optimistic, willing to work harder, participating at work, work efficiently, and have lower absenteeism rate and are generally more satisfied with their jobs” Lai, (2009). Herzberg two factor theory described the recognition as a motivating factor that makes employees satisfied. There are several ways to recognize employees including greeting for better jobs, attach thanks to their pay checks, acknowledge employee millstones, staff gathering outside the organization, highly appreciation for coming up with new ideas, holding celebration for success arranging frequent contests and other team building activities etc. However, few important matters should be kept in mind when recognizing employees such as equal recognition for all recognize immediate after they deserve it, exaggeration is unexpected McConnell, (2006).

**E). Work condition**

Nature of work and its surrounding environment is the factor that affects the level of motivation of employee significantly. Tyilana, (2005) suggests that three motivational factors such as achievement, recognition and work itself cause 88% job satisfaction. According to Maslow’s hierarchy of needs theory safety and security needs come after fulfilling biological and physiological needs. Appropriate job security assurance, challenging work, work that yields a sense of personal accomplishment, increased responsibility are factors cause motivation, Daschler and Ninemeier (1989),in Petcharak,(2002). However, “good working conditions cannot motivate the employees in themselves, but can determine the employee’s performance and productivity (Lin, 2007).

**F). Job security**

Job security is one of the major concerns of employees in this sector now a day since huge retrenchment has been seen recently. It is a safety factor, according to Maslow. In the age of downsizing, employees are always in a fear about their job security. Any minor changes in the working environment would make them worried about their security. Organizations have to ensure proper communication if any crucial change occurs in the organization. On the other hand, job security is a hygiene factor according to Herzberg. If there is lack of job security, job dissatisfaction will occur. But if it is present in the workplace it will prevent job dissatisfaction but do not lead to satisfaction.

## 2.5. Motivation of an Employee

Motivation is an employee’s intrinsic enthusiasm and drives the employee to accomplish the activities related to work (Chaudhary& Sharma, 2012). Salanova and Kirmanen explain that the process of motivation starts with the recognition of unsatisfied needs. Then a goal needs to be established to satisfy this need. Rewards and incentives may be established for employees to better accomplish the given goal. The social context also affects the motivation level. This context consists of organizational and cultural values, but also includes leaderships and management as well as the influence of the group or team (Salanova &Kirmanen, 2010). Motivation increases effectiveness beyond the organization by improving the willingness of the employees to work.

## 2.6. Factors Affecting Employee Motivation in the Workplace

Motivated employees are needed in our rapidly changing workplaces. Motivated employees are needed for the survival of the organizations and it helps to increase productivity. Employee performance is directly related to motivational factors. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly Bowen & Radhakrishna, (1991). Organizations can motivate the workforce most through introducing appropriate reward and recognition programs and other benefits. Bishop (1987) suggested that, pay is directly related with productivity and reward system depends upon the size of an organization. Effective reward and recognition system can be a good motivator but inappropriate reward and recognition program increase de-motivation of the employees. Research undertaken by Kovach (1987) suggested that, as employees' income increases, money becomes less of a motivator. Also, as employees get older, interesting work becomes more of a motivator.

## 2.7. Empirical Studies

According to some previous researches, it is seen that factors that affect the employees of different organizations in a negative way are- insufficient wage and job insecurity, limited training programs, lack of new opportunities etc. Moreover, with the pace of time several other factors have been revealed which negatively affect employee motivation and performance. That’s why there are different researches made by researchers to determine the factors that motivate the employees in a positive way and as a result of these researches too many factors have been found Mak&Sockel, (2001); Velo& Mitta, (2006). A study of industrial employees, conducted by Kovach (1987), yielded the following ranked order of motivational factors: (a) interesting work, (b) full appreciation of work done, and (c) feeling of being in on things. Another study of employees, conducted by Harpaz (1990), yielded the following ranked order of motivational factors: (a) interesting work, (b) good wages, and (c) job security. Research conducted by Lindner (1998) by using a descriptive survey of twenty five employees in research centre, rank-ordered the motivational factors affecting employee performance as: (a) interesting work, (b) good wages, (c) full appreciation of work done, (d) job security, (e) good working conditions, (f) promotions and growth in the organization, (g) feeling of being in on things, (h) personal loyalty to employees, (i) tactful discipline, and (j) sympathetic help with personal problems. When comes to 2000s years, factors that motivate employees are seen to be changed as there are technological developments, rapid increase of competitive factors among businesses and changes in employee needs as well as noticeable increase of female counterparts into the workforce are seen to be effective. For example, in the research of Ölçer (2005) to determine what are the ranked factors that affect working staff motivations are job security, good relations with superiors, wage and appreciation based on fair performance, trustful and cooperative relations with workmates, appropriate working environment, ensuring opportunities for social development, doing group work, giving important and appropriate works in accordance with employee’s skills and work rotation. Ölçer stressed that there is a meaningful relation in a positive way between motivation level and performance level. A study on fast food industry conducted by Hossain and Hossain (2011) found several different factors according to the order of importance- Good wages, overall job security, training and development, benefits, evaluating performance fairly, accepts mistakes positively, availability of logistics supports, opportunities for career growth and development, flexible working hour, recognition, challenging work, reasonableness in work. Based on a researches and extensive literature review the following conceptual frame work has been adapted.

## 2.8. Conceptual Framework

Financial factors

* Carrier growth and development
* Co-worker and supervisor relationship
* Recognition
* Work condition
* Job security

Fig 1. Research Model

Source:adapted from:Rashid Saeed, (2013).

Figure 1; show that the independent variables including financial factors, carrier growth and development, relationship with co-workers and supervisor, recognition, work condition and job security may affect the dependent variable (overall employees’ motivation) in Ethio-telecom.

# CHAPTER THRE: RESEARCH DESIGN AND METHODOLOGY

# INTRODUCTION

This chapter describes the approach to organizing the research and the methods for gathered and analyzed data to answer the research questions proposed in the introductory chapter.

## 3.1. Research Design

The primary purpose of this study is to describe and explain factors affecting employee motivation in Ethio telecom in light of the theoretical framework and hence it can be said that it has a nature of cause-and-effect relationships with descriptive nature. The major purposes of descriptive and explanatory research are to describe and explain characteristics of a certain phenomenon. This research also aims to describe and explain the cause and effect of employee motivation process in Ethio telecom. Descriptive research designs describe the characteristics of objects, people, or organizations (Zikmund, Babin, Carr& Griffin, and 2012:15). Descriptive research paints a picture of the specific details of a situation, social setting, or relationship. By giving answers to who, what, when, where, and how questions. For Kothari (2006), descriptive research aims at describing a situation in terms of its characteristics. Explanatory research was also jointly conducted in order to assess impacts of specific changes on existing norms, various processes etc. (Creswell & Plano Clark, 2011)

This research was also trying to give details on the factors affecting employee motivation process in Ethio telecom that motivating employee is very important for organizations as every concern requires physical, financial and human resources to accomplish the goals.

## 3.2 Research approach

There are two well-known research approach methods (qualitative and quantitative). In a qualitative research approach to explores attitude, behavior and experience through such methods as interviews. It help to the researcher to get an in depth opinion from participants. The researcher was relies on qualitative data in nature and often depends on key informants, opinions and suggestions. Common qualitative research designs included: case study, ethnography, phenomenological study, ground theory study and content analysis. Each design was its own particular setting and its choice depends on the researcher’s problem statement or research question to be answer. In a quantitative research approach to generates statistics through the use of large scale survey, using method such as questionnaires, quantitative research approach involves quantitative information that can be summarize through statistical analyses. Quantitative research approach encompasses: observation studies, correlation research, developmental studies and survey research. Data collection instrument in a quantitative research approach often makes the use of checklists and defined point rating scales (Leedy and Ormrod, 2010). Based on this, the researcher was use mixed approach used to know employees perception towards motivational factors.

## 3.3. Target Population and Sampling Design

Ethio telecom has above 11,748 employees all over the country. It has fourteen high level regional and zonal shops throughout the country, which have a total of 216 sub-shops under these high level shops. Out of these high level shops eight shops found in the regions and the remaining six shops found in Addis Ababa. Due to geographical and resource constraints to study the overall employees of the company the researcher will chose employees of six zonal shops found in Addis Ababa and Head quarter as a target population which have total of 7,191 employees included in the study

## 3.4. Sample Size

There are several approaches to determine the sample size, this includes using a census for small populations, imitating a sample size of similar studies using published tables and applying formula to calculate a sample size. Among all these alternatives, this study was prefers the formula derived by Yamane, (1967) cited in Glenn, 2012, rule of thumb, based on the information from the data, for the population of 7,191 at 7% margin of error and 95% confidence level the sample size is 204.

**n=**$\frac{N}{1+N(e)^{2}}$

 Where n =sample size, N =population size, e =level of precision given that 93% confidence level and P = ±7% are assumed.

**n=**$\frac{7191}{1+7191(0.7)^{2}}$

n= 204

The researcher will use 204 respondents as a sample.

Sample size

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| office | HQ | CA | NAA | SAA | EAAZ | SWAAZ | WAAZ | TOTAL |
| No. of employee | 911 | 700 | 1200 | 800 | 1380 | 1160 | 1040 | 7191 |
| percentage | 0.127 | .097 | 0.167 | 0.111 | 0.192 | 0.161 | 0.144 | 100% |
| Sample size | 26 | 20 | 34 | 23 | 39 | 33 | 29 | 204 |

Accordingly the sample for HQ, CAAZ, NAAZ, SAAZ, EAAZ, SWAAZ and WAAZ was 26, 20, 34, 23, 39, 33 and 29 respectively. The method of calculation is as follows;

HQ, 911/7191= 0.127

0.127\*204=26 (No. of respondents out of the total sample size)

We will get rest of other the percentage and sample size by calculates like above.

## 3.5. SamplingTechniques

Selection of respondents was madeby using probability sampling technique because in probability sampling, all people within the research population have a specifiable chance of being selected. The type of sample is used to the researcher to wishes to explain, predict, or generalizes to the whole research population. The researcher used proportional sampling. Distinguishing feature of a proportional sampling is guidelines to set to ensure that the sample represents certain characteristics in proportion to their prevalence in the population. The researcher also was use simple random sampling technique (lottery sampling) in probability sample. The rationale of administering this technique is according to Geoffrey, (2005), simple random sampling method involving selecting randomly from a list of the population (a sampling frame) which is the required number of subjects for the sample. As cited in Glenn, 2012,

## 3.6. Method of Data Collection

Both primary and secondary data is collected and used for the study. The primary data is gathered by using structured questionnaires which will be develop and disseminate to be filled by the target sample group. The questionnaires are develop in English and will have two parts, the first part will relating to demographic profile of respondents and the second part is about the perception of respondents towards factors affecting motivation of employees in Ethio telecom. Secondary data is alsobeing collected from Ethio telecom websites, books, reports, magazines and journals.

## 3.7. Source of Data

The study is used both primary and secondary data sources. A primary source of data is gathered from respondents. A questionnaire isprepared to get idea about perception towards employee’s motivation in Ethio telecom. Secondary sources of data have also collected from different books, journals, websites and documents related with, employee motivation.

## 3.8. Validity and Reliability

Validity defined as the extent to which data collection method or methods accurately measure what they intended to measure. To ensure the validity of the study: Data is collected from the reliable sources, i.e. respondents who have experiences in Ethio-telecom. Furthermore the study is examined by the advisor.

## 3.9. Methods of Data Analysis

The researcher is employ descriptive data analysis method to analyze the collect data and data collect through questionnaires is analyzed by SPSS. The collected data is clearly presented by using tables which are express in the form of frequency, percentage, mean and standard deviation. To examine the relationship between employees’ motivation and factors affecting it, the Pearson’s Correlation is used. Moreover, multiple regressions is used to identify the most important factors of motivation that contribute to employee’s motivation or to find out which variables have the greatest influence on employee motivation. The researcher is described and analyzed clearly each findings of the study.

## 3.10. Ethical Considerations

Research, as a scientific process and activity, isget its own basic ethical conducts that shouldn’t be compromised at all levels. For instance, any source that is quote and use as essential part of the study should be cited. That means, acknowledging the authors of books and articles is necessary. Moreover, the data is gathered from the appropriate and relevant sources. Therefore, with respect to the current study, the researcher is respected and compile with existing ethical principles to make the research credible and acceptable by the academic communities and users of the result. The confidentiality of participants’ (managers, union leaders and employees) is maintain in that their names, addresses, signature and their roles in company were not appear and fill in the questionnaire. In addition, a respondent is fully volunteers to participate in the study and their rights/privacy is respected. The researcher is present the findings of the study without any distortion of the reality.

# CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

## 4.1. Data Presentation and Analysis

The data after collection has been processed and analyzed in accordance with the outline and down for the purpose at the time of developing research plan. Technically speaking, processing implies editing, coding, classification and tabulation of collected data so that they are amenable to analysis.

The analysis is based on the information obtained from 204 employees. In order to get a representative data, 204 questionnaires were developed and distributed to employees of Ethio telecom in Addis Ababa. Out of these 204 questionnaires distributed to the respondents, 183 questionnaires were collected. Thus, the analysis is based on the valid 183 questionnaires responded by employees. The rest are not correctly filled (10) and not returned (11). The following table shows the response survey.

 Table 4.1.Survey Response

|  |  |
| --- | --- |
| Sample Size | 204 |
| Distributed Questionnaires | 204 |
| Not Properly Collected Questionnaires | 10 |
|  Not Returned questionnaires | 11 |
| Returned and Properly Collected Questionnaires | 183 |

As clearly presented on the above table, the total sample sizes of this research were 204 and 204 questionnaires were distributed. The response rate of respondents is 183.This implies the response rate is large enough to analyze the data. The rest uncollected questioners which accounts 10 not correctly filled and 11 were not returned.

### 4.1.1 Demographic Profile of Respondents

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 27 related to personal and demographic characteristics of respondents. Accordingly, the following variables about the respondents were summarized and described in the subsequent table. These variables include: Gender, Age, Educational background, category/group and number of years the worker worked with the organization or experience.

Table 4.2. Characteristics of respondents by Gender,

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percent |
| Valid | Male | 103 | 56.3 |
| Female | 80 | 43.7 |
| Total | 183 | 100.0 |

Source: SPSS output

As indicated in table 4.2, about 56.3% of respondents are male and the remaining 43.7 % of the respondents are female. So from this we can say that most of the respondents are males.

Table 4.3.Characteristics of respondents by age.

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percent |
| Valid | 21-34 | 90 | 49.2 |
| 35-45 | 60 | 32.8 |
| Above 45 | 33 | 18.0 |
| Total | 183 | 100.0 |

Source: SPSS output

Regarding the age of the participants, the largest group (49.2%) is in the range of 21-34 years age group. The second largest group (32.8%) indicated in the range of35-45 years of age group and finally 18% of the respondents are in the above 45 years age group. So from this we can analysis that young age (21-34) group are larger.

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percent |
| Valid | Less than 1year | 5 | 2.7 |
| 2 years | 30 | 16.4 |
| 3 yeas | 85 | 46.4 |
| 4 years | 40 | 21.9 |
| 5 years | 23 | 12.6 |
| Total | 183 | 100.0 |

Source: SPSS output

The number of years of experience of an individual can contribute a lot towards the way he/she thinks, the method he/she performs his/her duty and the like. To this end, it is believed that the more an individual stays on administrative and staff level, the more he/she can acquire an experience of which factor affects his/her motivation and how to deal with these factors in an organization which intern leads to minimization of conflict of interests. With this regard the data collected from the respondents, as we can observe from table, the largest groups of respondents 85 (46.4% )have a working experience of 3 years and above on the current job whereas 40 (21.9%) have 4 years of working experience, and the rest 30 (16.4%) have a working experience of 2 years. So from this largest group under work experience is 3 years so its help to the researcher that those employees have enough work experience and have some aware that which factors affects his or her motivation and how to deal with these factors in an organization.

Table 4.5.Characteristics of respondents by education

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percent |
| Valid | Diploma | 25 | 13.7 |
| Undergraduate | 118 | 64.5 |
| Above | 40 | 21.9 |
| Total | 183 | 100.0 |

Source: Survey result (2020)

The demographic Characteristics show in the above table educational background division of respondents and undergraduate or degree holder is dominant (64.5%) followed by post graduate or above graduated (21%) and Diploma (13.7%), respectively.

Table 4.6. Characteristics of respondents by category

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | management | 1 | .5 | .5 | .5 |
| Staff | 182 | 99.5 | 99.5 | 100.0 |
| Total | 183 | 100.0 | 100.0 |  |

Source: Survey result (2020)

Regarding the category or group of employees the major groups of respondents are staffs 182(99.5%) and management group respondent 1 (5%) respectively.

## 4.2. Level of Employee Perception toward Motivational Factors

This section presents the employees’ perception towards motivational factors in Ethio telecom. Motivational factors are composed of financial rewards, carrier growth and development, co-worker and supervisor relation, recognition and job security. The respondents were asked to rate each statement concerning their perception of these factors.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Financial Factor |  | Strongly disagree | Disagree | Neutral  | Agree  | Strongly agree | Total  |
| Fair payment is very curial for employee motivation | F | 2 | 1 | 5 | 75 | 100 | 183 |
| % | 1.01 | 0.55 | 2.73 | 41 | 54.6 | 100 |
| Financial reward motivate employee at a higher level. | F | 3 | 10 | 4 | 76 | 90 | 183 |
| % | 1.64 | 5.46 | 2.19 | 41.53 | 49.18 | 100 |
| the company bonus payment system based on performance is highly motivate the employees | F | 5 | 35 | 6 | 57 | 80 | 183 |
| % | 2.73 | 19.13 | 3.28 | 31.15 | 43.72 | 100 |
| financial reward motivate employee at a high level | F | 4 | 15 | 4 | 70 | 90 | 183 |
| % | 2.19 | 8.20 | 2.19 | 38.25 | 49.18 | 100 |
| employee who perform well in their jobs are given tangible reward such as special wage increase, bonus, additional benefit | F | 5 | 20 | 3 | 60 | 95 | 183 |
| % | 2.7 | 10.93 | 1.64 | 32.79 | 51.91 | 100 |

**Source: Survey result (2020)**

Regarding fair payment for employees, the survey results reveal that the majority of respondents 54.6% and 41% are strongly agreed and agreed respectively. While 2.7% respondents are neutral with fair payments. On the other hand, 1% and 0.5% respondents strongly disagree and disagreed that fair payment is not crucial for employee motivation.

According to the agreement level with the financial reward system, 49.2% are Strongly Agreed, 15.5% of employees are disagreed with the financial reward system, and the same figure 76 employees are agreed 41.5%, while 4 employees are remain neutral 2.2% and only 1.6% employees strongly disagreed .

According on company’s bonus payment system 43.7 % of the respondents have strongly agreed with the company’s bonus payment system which is based on performance, while 2.7 % of them are Strongly Disagreed. However the employees who are agreed represent 31 % and 3.3% are neutral. Finally, the employees who are disagreed constitute 19 %.As result; it is possible to say that Ethio telecom should improve its bonus payment systems on the base of performance in order to overcome the perception of employees who disagreed. According to the agreement level with the financial reward system, 49.2% employees are Strongly Agreed, 5.5% of employees are disagreed with the financial reward system, and the same figure 41.5%, employees are agreed while 2.2% employees are remain neutral and only 1.6% employees strongly disagreed. Regarding special wage increase, bonus, additional benefit who perform well in the company the survey results reveal that the majority of respondents 51.9% and 32.8% are strongly agreed and agreed respectively. While 1.6% respondents are neutral. On the other hand, 12.7% and 10.9% respondents strongly disagree and disagreed that employee who perform well in their job are given tangible reward.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Carrier growth and development factor |  | Strongly disagree | Disagree | Neutral  | Agree  | Strongly agree | Total  |
| the company provides opportunities for employee carrier growth and development | F | 30 | 60 | 15 | 21 | 57 | 183 |
| % | 16.39 | 32.79 | 8.19 | 11.48 | 31.15 | 100 |
| Ethio-telecom provide you appropriate training program related to your jobs | F | 13 | 50 | 15 | 65 | 40 | 183 |
| % | 7.88 | 27.32 | 8.19 | 35.52 | 21.88 | 100 |
| career path in the company | F | 20 | 28 | 32 | 52 | 51 | 183 |
| % | 10.93 | 15.30 | 17.5 | 28.42 | 27.87 | 100 |
| job utilizes multiple skills | F | 40 | 50 | 13 | 45 | 35 | 183 |
| % | 21.88 | 27.32 | 7.88 | 24.59 | 19.13 | 100 |
| effective feedback system | F | 45 | 65 | 13 | 35 | 25 | 183 |
| % | 24.59 | 35.52 | 7.88 | 19.13 | 13.66 | 100 |

Source: Survey result (2020)

For the statement that seeks the level of agreement about to what extent it is possible to get employees opportunities for carrier growth and development, 11.5% and 31% employees strongly agreed and agreed, respectively. But the majority of respondents which accounts 32.8% are disagreed with this particular item. While 8.2% employees have no idea about opportunities for carrier growth and development and the remaining 16.4% reply strongly disagree.

In terms of the agreement level with regard to whether the company provides appropriate training program relating to the job, 27% of the employees disagreed, 21.9% of the respondents strongly agreed and the remaining 8% replies neutral. Representing the smallest percentage, 7 % of the employees are strongly disagreeing. The employees who agreed with the training program count 35.5%. From this it is possible to say that Ethio-telecom is able to provide appropriate training program to the employee relating to their jobs.

In terms of the agreement level with regard to how seems like carrier path in the company 15% of the employees disagreed, 10.9% of the employee strongly disagree, 27.9% of the respondents strongly agreed and 17.5% remain neutral. Representing the smallest percentage, 28.4 % of the employees are agreeing. From this it is possible to say that Ethio telecom have good carrier path.

For the statement that seeks the level of agreement about job utilizes multiple skills 19 % and 24.6% employees strongly agreed and agreed, respectively. But the majority of respondents which accounts 27.3% are disagreed with this particular item. While 7 % employees have no idea about job utilizes and the remaining 21.9% reply strongly disagrees.

Regarding effective feedback system in the company the survey results reveal that the respondents 13.7% and 19 % are strongly agreed and agreed respectively. While 7% respondents are neutral.On the other hand, 24.6% and 35.5 % respondents strongly disagree and disagreed.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Co-worker and supervisor r/n s/p factor |  | Strongly disagree | disagree | Neutral  | Agree  | Strongly agree | Total  |
| team work adds more motivation | F | 5 | 9 | 14 | 70 | 85 | 183 |
| % | 2.73 | 4.92 | 7.65 | 38.25 | 46.45 | 100 |
| feeling of team and cooperation among co-worker and supervision affect motivation | F | 7 | 13 | 15 | 63 | 85 | 183 |
| % | 3.83 | 7.10 | 8.19 | 34.43 | 46.45 | 100 |
| tight supervision affects motivation | F | 20 | 28 | 10 | 45 | 80 | 183 |
| % | 10.93 | 15.30 | 5.46 | 24.59 | 43.72 | 100 |
| the constant job feedback attained by your immediate supervisor will affect your level of performance and influence how much you are motivate to perform your job | F | 10 | 13 | 10 | 65 | 85 | 183 |
| % | 5.46 | 7.10 | 5.46 | 35.52 | 46.45 | 100 |
| my level of motivation at my job is to an extent influenced by my co-worker | F | 30 | 45 | 20 | 40 | 48 | 183 |
| % | 16.39 | 24.59 | 10.9 | 21.86 | 26.23 | 100 |

Source: Survey result (2020)

Regarding on team work, the question that the researcher is interested to acquire the reaction of targets that working job by team adds more on employee motivation , only 2.7% and 4.9% strongly disagree and disagree, respectively, and 46.4 % and 38.3% strongly agree and agree and the rest respondent 7.7% are neutral.

With regard to whether feeling of team spirit and cooperation among co-workers and supervisor affects motivation positively, 46.4% and 34.4% of the respondents are strongly agreed and agreed, respectively, that the strategy does affect motivation positively, however, 3.8% and 7% of employees have replied that feeling of team spirit and cooperation among co-workers and supervisors does not have any effect on employee motivation. The remaining 8.2% neutral. Therefore, it can be generalized from the response that Ethio telecom can work on building team spirit by permitting employee to work with group and co-workers and supervisors. To get evidence whether tight supervision affects employee motivation, a question is forwarded to respondents. With this survey, 43.7 % and 24.6% of targets believed that tight supervision dose an effect on employees’ motivation respectively. On the other way, 10.9% and 15.3%of the respondents disagreed and strongly disagreed. Apart from this, 5.5% of respondents replied to be neutral from both sides. Having this in mind, it is then possible to conclude that tight supervision as a strategy dose not workable for employee motivation. Regarding constant immediate feedback system in the company the survey results reveal that the respondents 46.4% and 35.5% are strongly agreed and agreed respectively. While 5.5% respondents are neutral. On the other hand, 5.5% and 7% respondents strongly disagree and disagreed. Regarding level of motivation at my job will influenced by co-worker in the company the survey results reveal that the respondents 26.2% and 21.9% are strongly agreed and agreed respectively. While 10.9 % of respondents implies neutral. On the other hand, 16.4% and 24.6% respondents strongly disagree and disagree

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Recognition factor |  | Strongly disagree | disagree | Neutral  | Agree  | Strongly agree | Total  |
| Employees give important to moral incentives (appreciation, respect, etc.)as well as physical incentives | F | 2 | 5 | 3 | 80 | 90 | 183 |
| % | 1.09 | 2.73 | 1.64 | 43.72 | 49.18 | 100 |
| success of the employees should be appreciate at all time | F | 1 | 2 | 4 | 61 | 115 | 183 |
| % | 0.55 | 1.09 | 2.19 | 35.33 | 62.84 | 100 |
| recognition makes clear as the gratefulness to the employees for the level of working effectiveness and accomplishment to achieve goal | F | 20 | 37 | 10 | 50 | 66 | 183 |
| % | 10.93 | 20.22 | 5.46 | 27.32 | 36.06 | 100 |
| employees with high self-respect are more essentially motivated and willing to work hard | F | 8 | 10 | 3 | 77 | 85 | 183 |
| % | 4.37 | 5.46 | 1.64 | 42.08 | 46.45 | 100 |
| the recognition and appreciation for your contribution will impact your motivation | F | 25 | 20 | 30 | 50 | 58 | 183 |
| % | 13.66 | 10.93 | 16.4 | 27.32 | 31.69 | 100 |

Source: Survey result (2020)

Regarding Giving employees moral incentives in the company the survey results reveal that the respondents 49.2% and 45.4% are strongly agreed and agreed respectively. While 1.6% respondents are neutral.On the other hand, 1 % and 2.7% respondents strongly disagree and disagreed. Regardingsuccess of the employees should be appreciated at all timecompany the survey results reveal that the respondents 62.8% and 33.3% are strongly agreed and agreed respectively. While 2.2% respondents are neutral.On the other hand, 0.5% and 1% respondents strongly disagree and disagreed. Regarding recognition makes clear as the gratefulness to the employees for the level of working effectiveness and accomplishment to achieve goal in the company the survey results reveal that the respondents 36% and 27.3% are strongly agreed and agreed respectively. While 5.5% respondents are neutral.On the other hand, 10.9% and 20.2 % respondents strongly disagree and disagreed. Regarding employee with high self-respect more motivated and willing to working hard in the company the survey results reveal that the respondents 36 % and 27.3% are strongly agree and agree respectively. While 1.6% respondents are neutral.On the other hand, 4.4% and 5.5% respondents strongly disagree and disagreed.

Regarding the recognition and appreciation for your contribution will impact your motivationin the company the survey results reveal that the respondents 31.7% and 27.3% are strongly agree and agree respectively. While 16.4% respondents are neutral.On the other hand, 13.7% and 10.9% respondents strongly disagree and disagreed. From this one can draw a judgment and assure that the companies’recognition and appreciation for your contribution will impact your motivation highly impact the employee motivation.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Working condition factor |  | Strongly disagree | disagree | Neutral  | Agree  | Strongly agree | Total  |
| the work surrounding are organized and well-kept which make it conductive for working | F | 8 | 20 | 40 | 60 | 55 | 183 |
| % | 4.37 | 10.93 | 21.86 | 32.79 | 30.05 | 100 |
| the quality of working environment at your organization has an influence on your motivation level | F | 35 | 23 | 20 | 65 | 40 | 183 |
| % | 19.13 | 12.57 | 10.93 | 35.52 | 21.86 | 100 |
| Ethio telecom working time is flexible and favorable for the employee ,has flex time | F | 45 | 70 | 18 | 20 | 30 | 183 |
| % | 24.59 | 38.25 | 9.84 | 10.93 | 16.39 | 100 |
| the company provides challenging and interesting task | F | 20 | 45 | 55 | 31 | 32 | 183 |
| % | 10.93 | 24.59 | 30.05 | 16.94 | 17.49 | 100 |
| jobs are mentally and physically demanding good working conditions for employee to be motivated | F | 9 | 19 | 20 | 70 | 65 | 183 |
| % | 4.92 | 10.38 | 10.93 | 38.25 | 35.52 | 100 |

Source: Survey result (2020)

Regarding the working area are well organizes in the company the survey results reveal that the respondents 30.% and 32.8% are strongly agree and agree respectively. While 10.9% respondents are neutral.On the other hand, 4.4% and 21.9% respondents strongly disagree and disagreed. From this one can draw a judgment and assure that the companies working area are well organized.

Regarding the quality of working areaat your organization has an influence on your motivation level are well organizes in the company the survey results reveal that the respondents 21.9% and 35.5% are strongly agree and agree respectively. While 10.9% respondents are neutral.On the other hand, 19.9% and 12.6% respondents strongly disagree and disagreed. Regarding the working time is flexible and favorable for the employee, has flex time in the company the survey results reveal that the respondents 16.4% and 10.9 % are strongly agree and agree respectively. While 9.8% respondents are neutral.on the other hand, 24.6% and 38.3% respondents strongly disagree and disagreed. Regarding provides challenging and interesting task in the company the survey results reveal that the respondents 17.5% and 16.9% are strongly agree and agree respectively. While 30 % respondents are neutral.on the other hand, 10.9% and 24.6% respondents strongly disagree and disagreed. Regarding jobs are demanding good working condition to motivate the employee in the company the survey results reveal that the respondents 35.5% and 38.3% are strongly agree and agree respectively. While 10.9% respondents are neutral.on the other hand, 4.9% and 10.4% respondents strongly disagree and disagreed.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Job security factor |  | Strongly disagree | disagree | Neutral  | Agree  | Strongly agree | Total  |
| increased job security has a positive impact on motivation | F | 10 | 13 | 5 | 80 | 70 | 183 |
| % | 5.46 | 7.10 | 2.32 | 43.71 | 38.25 | 100 |
| I believe the level of employee motivation in the organization has an impact on the employee retention practices | F | 20 | 28 | 40 | 50 | 45 | 183 |
| % | 10.93 | 15.3 | 21.9 | 27.32 | 24.59 | 100 |
| employee of your organization is overall motivated to do their job | F | 30 | 40 | 35 | 33 | 45 | 183 |
| % | 16.39 | 21.9 | 19.1 | 18.03 | 24.59 | 100 |
| job has room for being creative | F | 40 | 60 | 45 | 18 | 20 | 183 |
| % | 21.9 | 32.73 | 24.6 | 9.84 | 10.93 | 100 |
| leaving the office on time | F | 20 | 40 | 5 | 68 | 50 | 183 |
| % | 10.93 | 21.9 | 2.73 | 37.16 | 27.32 | 100 |

Source: Survey result (2020)

Regarding increased job security has a positive impact on motivationn the companies the survey results reveal that the respondents 41% and 43.7% are strongly agree and agree respectively. While 2.7% respondents are neutral. On the other hand, 5.5% and 7 % respondents strongly disagree and disagreed. Regarding level of employee motivation has impact on employee retention practices n the companies the survey results reveal that the respondents 24.6% and 27.3% are strongly agree and agree respectively. While 21.9% respondents are neutral. On the other hand, 10.9% and 15.3% respondents strongly disagree and disagreed. Regarding employee is overall motivated to do their in the company the survey results reveal that the respondents 24.6% and 27.3% are strongly agree and agree respectively. While 19 % respondents are neutral. On the other hand, 16.4% and 21.9% respondents strongly disagree and disagreed. Regarding job has room for being creative in the company the survey results reveal that the respondents 10.9% and 9.8% are strongly agree and agree respectively. While 24.6% respondents are neutral. On the other hand, 21.9% and 32.8% respondents strongly disagree and disagreed. Regarding leaving the office on time in the company the survey results reveal that the respondents 27.3% and 37.2% are strongly agree and agree respectively. While 2.7% respondents are neutral. On the other hand, 10.9% and 21.9% respondents strongly disagree and disagreed.

**Summary of all factors for comparison**

|  |  |  |  |
| --- | --- | --- | --- |
| All factors of employee motivation | N  | Mean | Std. Deviation |
| Financial factor | 183 | 4.234 | 0.9746 |
| Carrier growth and development | 183 | 3.056 | 1.3612 |
| Coworker and supervisor relationship | 183 | 3.872 | 1.2182 |
| Recognition  | 183 | 4.052 | 1.0496 |
| working condition  | 183 | 3.28 | 1.2936 |
| Job security | 183 | 3.326 | 1.2906 |
| Average | 183 | 3.6367 | 1.197967 |

Source: Survey result (2020)

From the above summarizing table, it can be clearly understood that Ethio telecom is working with its employees relatively in better ways in the areas of financial (average mean of 4..234 with SD=.9746) followed recognition (average mean of 4.052 with SD=1.0496), relation with co-worker and supervision (average mean of3.872 with SD=1.2182) In the areas of carrier growth and development and working condition however, little attention is given (average mean scores of 3.056 and SD=1.3612 respectively).

## 4.3 Inter Component Correlation

Below Table correlation between the six independent variables

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | financial | Carrier growth &development | Co-worker and supervisor relationship | recognition | Working condition |  Job security | Overall employee motivation |
| financial | Pearson Correlation | 1 |  |  |  |  |  |  |
| Sig. (2-tailed) |  |  |  |  |  |  |  |
| N | 183 |  |  |  |  |  |  |
| Carrier growth and development | Pearson Correlation | .888\*\* | 1 |  |  |  |  |  |
| Sig. (2-tailed) | .000 |  |  |  |  |  |  |
| N | 183 | 183 |  |  |  |  |  |
| Co-worker and supervisor relationship | Pearson Correlation | .978\*\* | .935\*\* | 1 |  |  |  |  |
| Sig. (2-tailed) | .000 | .000 |  |  |  |  |  |
| N | 183 | 183 | 183 |  |  |  |  |
| recognition | Pearson Correlation | .974\*\* | .932\*\* | .981\*\* | 1 |  |  |  |
| Sig. (2-tailed) | .000 | .000 | .000 |  |  |  |  |
| N | 183 | 183 | 183 | 183 |  |  |  |
| Working condition | Pearson Correlation | .891\*\* | .980\*\* | .938\*\* | .947\*\* | 1 |  |  |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 |  |  |  |
| N | 183 | 183 | 183 | 183 | 183 |  |  |
| Job security | Pearson Correlation | .924\*\* | .984\*\* | .966\*\* | .960\*\* | .986\*\* | 1 |  |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 |  |  |
| N | 183 | 183 | 183 | 183 | 183 | 183 |  |
| Overall employee motivation | Pearson Correlation | .957\*\* | .977\*\* | .984\*\* | .983\*\* | .980\*\* | .992\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 |  |
| N | 183 | 183 | 183 | 183 | 183 | 183 |  |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

The above table shows that associations between all variables are positive as presented above. Significant relationship is also found among many variables. Finical factor, carrier growth and development, Co-worker and supervision relationship, Recognition, Working condition and Job security have significant and positive relationship separately with overall employee motivation at the value .000 which is less than 0.01level.

|  |
| --- |
|  **Model Summary** |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .925a | .855 | .853 | .55144 |
| a. Predictors: (Constant), financial, carrier growth and development, recognition, working condition, co-worker and supervisor relationship and job security |

Source: Survey result (2020)

|  |
| --- |
| **ANOVAa** |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 205326.230 | 6 | 34221.038 | 405.086 | .000b |
| Residual | .000 | 176 | .000 |  |  |
| Total | 205326.230 | 182 |  |  |  |
| a. Dependent Variable: overall employee motivation |
| b. Predictors: (Constant), financial, carrier growth and development, recognition, working condition, co-worker and supervisor relationship |

Source: Survey result (2020)

|  |
| --- |
| Coefficients  |
| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. | Adjusted R2  | F value with Sign..000 |
| B | Std. Error | Beta |  |  |  |  |
| 1 | (Constant) | 1.39 | .364 |  | .425  | .052 |  .573 |  40.246 |
| Financial | 0.43 | .136 | .198 | 4.337  | .000 |
| Carrier growth & development  | ­1.23 | .056 | ­1.35 | ­3.839 | .683 |
| Co-worker and supervisor relation | 0.14  | .078 | .154 | 2.834 | .000 |
| recognition | 0.41 | .054 | .174 | 1.215 | .194 |
| Working condition | 0.21 | .032 | .124 | 461.985 | .598 |
| Job security | 0.32 | .251 | .143 | .342 | .143 |
| Dependent variable: |

Source: Survey result (2020)

Regression is a method of estimating or predicting a value on some dependent variable given the values of one or more independent variables. Like correlations, statistical regression examines the association or relationship between variables. Unlike with correlations, however, the primary purpose of regression is prediction (Marczyk, Dematteo and Festinger, 2005). Since we have six independent variables, multiple regression models were used as a measure for their relationship. Eventually, the prediction equation then is calculated as: Y = A + B1X1 + B2X2 + B3X3 + B4X4 + B5X5 + B6X6; where Y is the predicted dependent variable, A is the constant term, B is the beta coefficient of the each independent variables and X is the value of each independent variables.

Y = overall employee motivation (dependent variable)

A = Constant

X1 = financial factor

 X2 = carrier growth and development

X3 = co-worker and supervision

 X4 = Recognition

X5 = work condition

X6 = Job security

For this case: overall employee motivation=1.39+ (.143\*job security) + (.198 \* financial factor) + (.124\* work condition) + (.174\* recognition) + (­1.35\*carrier growth and development) + (.154\*Co-worker and supervision) From this result, one can deduce that, job security and financial factors are the major predictor of overall employee motivation, followed by work condition, recognition, carrier growth and development and co-worker and supervision respectively.

From six dimensions of employee motivation factors five of them (except working condition) have an impact on employee motivation. Employees has the highest effect with coefficient of .198 which is financial factor followed by recognition with coefficient value of 0.174, Co-worker and supervisor relationship and job security has .154 and .143 and carrier growth and development has the least coefficient with ­1.35 coefficient value. The t value showed the significance of the coefficients of the independent variable. The t value shows that the significance of the coefficient of the independent variables. The value of Adjusted R2 is 0.573. This value indicates that there is almost 57.3% variation in dependent variable (overall employee’s motivation) due to a one unit change in independent variables. The value of F must be greater than 5. In this study, the value of F is 40.246 at 0.000significant level which is greater than 5, this shows that the model is good as its value is less than 0.05.

## 4.4. Hypothesis Testing

There were six hypotheses constructed for this study to answer the research questions. Hence, regression analysis was used to test the impact of the independent variables (financial, carrier growth and development, co-worker and supervisor relationship, recognition, working condition and job security) on the dependent variable (employee motivation).

|  |  |  |
| --- | --- | --- |
| **Hypotheses** | **Result** | **Reason** |
| H1. There is a significant relationship between financial and employee motivation. | H1 Accepted  | Β= 0.43, P<0.05 |
| H2. There is significant relationship between carrier growth and development on overall employee motivation. | H2 Rejected  | β=­1.23, p<0.05 |
| H3. There is significant relationship between co-worker and supervisor relationship and employee motivation. | H3 Accepted | β= 0.14, p<0.05 |
| H4. There is significant relationship between recognition and overall employee motivation. | H4 Accepted  | β=0.41 p<0.05 |
| H5.There is significant relationship between working condition and overall employee motivation. | H5 Accepted | β=0.21 p<0.05 |
| H6. There is significant relationship between job security and overall employee motivation. | H6 Accepted | β=0.35 p<0.05 |

Source: Survey result (2020)

## 4.5. Integrated Interview Result with Questionnaire Analysis

This part of the study discusses data gathered from interview. The aim of the interview was to get the overall view of the company regarding factors affect employee motivation.

1. How do you motivate your employees?

Company try to create a friendly working environment which means making the office look like as friendly and appealing as possible and creating pleasant atmosphere to make our employee more eager to come in this working area everyday

1. How do you perceive that your employee act when they are motivated?

Mostly that our company do in order to know or get insight of our employee motivation manager go and upfront with them and create discussion regarding on their motivation.

1. What measure do you recommend to improve the employee motivation scheme?

In order to improve employee motivation scheme first we have to create a positive working environment we need to communicate with the staff effectively also company have to recognize employee who perform well in the company. And the managers have to big respect to the staff.

1. Is the management of the authority aware on the factors affecting employee motivation?

Yes the manager of authority aware those factors like payment, working environment and other factors. And company working to improve those factors to motivate our employee.

# CHAPTER FIVE

#  SUMMERY, CONCLUSION AND RECOMMENDATION

This section highlights the results and the findings based on the analysis done on the data collected from respondents. This research focuses on the factors affecting employee motivation in Ethio-telecom. The discussion then will try to accomplish all the objectives of the study. As a result, recommendations are given for the target company to tackle problem at hand. Limitation of the study is also one of the emphases of this chapter from which future research insights are conceived.

## 5.1. Summary of Finding

* The attributes perceived overall motivation are scattered between the six motivational factor measurements. The highest mean of motivational factor is financial (m=4.234), followed by recognition (m=4.052), co-worker and supervision (m=3.872) However, work condition and carrier growth, development and job security are less mean value compared to the other factors 3.056, 3.326 and 3.28, respectively.
* The multiple regression result reveals that all dimensions of Ethio-telecom except carrier growth and development, financial ((β=043, p<0.05), co-worker and supervisor relationship (β=0.14, p<0.05), recognition (β=0.41, p<0.05),working condition (β=0.21, p<0.05), and job security (β=0.35, p<0.05) have significant impact on employee motivation.
* The strongest predictor is financial factor with β=0.43.
* Finical factor,Co-worker and supervision relationship, Recognition, and Job security have significant and positive relationship separately with overall employee motivation at the value .000 which is less than 0.01level.
* Co-worker relationship shows the highest positive correlation (r=.978\*\*, p<0.01) with overall employee’s motivation and recognition demonstrating the second highest positive correlation (r=.974\*\*, P<0.01) with overall employee’s motivation followed by working condition (r= .891\*\*, p<0.01) and carrier growth and development (r=.888\*\*, P<0.01).
* The relative importance of the significant predictors is determined by looking at the standardized coefficients. Recognition and financial factors have the highest standardized coefficient which is .198 and .174 and the lowest significancesare working condition and carrier growth and development which are .124 and .135.
* The impacts of job security, financial factor, work condition, recognition, carrier growth and development, co-worker and supervision, on employee’s motivation are **.**198, **.**135, .154,.174,**.**124 and **.**143 respectively, in their descending order indicating that recognition and financial factor have the highest impact on employee motivation. Moreover, carrier growth and development and co-worker and supervision have lower values this implies that these factors have less impact on employee’s motivation.

## 5.2. Conclusion

The main objective of this study was to investigate the factors that influence employee motivation working in Ethio-telecom. Examine the attitude of employee towards financial and non-financial factors. To this end, the study attempts to identify ranked key factors that affect motivation of employees working at Ethiotelecom and assess their motivational level.

On the components of employees’ attitude towards motivational factors, six major factors namely: (financial factors, carrier growth and development, co-worker and supervisor relation, recognition, work condition and job security) were identified from many sources of literature.

Assessment of the data explores several factors and the highest ranked factor is financial factor. . From the results that were obtained it can be said that the key factors that contribute to employee motivation is financial factor. The importance of money in this case should not be underestimated. Everybody needs money. So, financial factor play an important role in the employee’s motivation.

Working conditions has also proven to be a strong influence on employee’s motivation. In telecom sector, work greatly depends on the relationship between employees and the environment; hence they consider part of the working conditions that affect motivation. Carrier growth and development is insignificant to overall employee motivation

The empirical study showed that non-financial factors such as recognition and co-worker and supervisor relation have found to be a strong and positive effect on employee motivation.This implies that employees, who receive greater level of recognition, are more motivated than others.

The effect of independent variable namely, (financial factors, carrier growth and development, co-worker and supervisor relation, recognition, and work condition and job security) on overall employee motivation is tested using correlation and regression analysis.

Accordingly, recognition and financial factor has positive and strong impact on overall employee motivation followed by co-worker and supervision and job security. Working condition and carrier growth and development whereas has less impact on motivation compared to the others.

## 5.3. Recommendations

After analyzing the outcome of the survey analysis, the study has recommended some of the strategies which might be effective in building positive employees’ attitudes towards motivational factors.

 Ethio-telecom should focus on other motivational factors, apart from money oriented factors, such as job security, carrier growth and development, creating conducive work environment and smooth relationship with co-workers and managers to enhance its employees’ motivation.

* In order to maintain experienced employees the company should establish job security to bring scene of loyalty
* Ethio-telecom should conduct periodical assessments on factors affecting motivation of its employees to address the need of employees so that their productivity could be improved.
* The company should also give due emphasis for carrier growth and development of its employees in order to motivate them.

## 5.4. Implication for Further Research

As the present research is an attempt to examine the factor that affect employee motivation in a single firm, at Addis Ababa, therefore additional studies needed to be under taken to examine employee motivation patterns in other regions and with larger samples. Nevertheless, the researcher would argue that these findings provide additional insight into employees’ perceived motivation within the telecom domain. Results of this study should encourage strategy development for management particularly in the areas of financial factor and work condition.

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# Appendix

**Employee Motivation Questionnaire**

**Appendix A. Questionnaire**

First I would like thank you for your time. My name is Eyerusalem Lisanwork and I am a final year MBA student at St Mary’s University, School of Graduate Studies. I am conducting this study for the completion of my master Degree in MBA.

As part of my project I would like to gather some information which will enable me arrive at a better conclusion for the subject under review. I would be obliged if you all offer me your utmost co-operation by filling out the questionnaire and have it returned to me. Since the questionnaire is being used for academic purpose the information so gathered will be treated with much confidentiality.

Please tick any of the below questions by indicating **×**

Part I. Demographic information of respondents

1. SexMale Female
2. Age Under 21 21-34 35-44 Above 45
3. How long have you been with the organization?
* Less than one year
* One year to less than two year
* Two years to less than five years
* Five years to less than ten year
* Ten years or more
1. Educational background:

Certificate Diploma Under graduate and above

1. Category: Management Supervisor Staff

**Part two question about factors affect motivation**

The statements below describe work situations that are considered as ideal for an organization in the sense that both employer and the employees will benefit from them.

Your task is to rate each statement based on how you perceive it as true or applicable in Ethio telecom, based on your own experience in your current job. The ratings are shown below, followed by an example. Please answer as truthfully as you can

|  |  |
| --- | --- |
| Rating | agreement |
| 1 | Strongly Disagree  |
| 2 | Disagree  |
| 3 | Uncertain  |
| 4 | Agree |
| 5 | Strongly Agree |

|  |  |  |
| --- | --- | --- |
| no |  | agreement |
| A | **Financial factors** | 1 | 2 | 3 | 4 | 5 |
| 1 | Fair payments is very crucial for employee motivation |  |  |  |  |  |
| 2 | Financial rewards motivate employees at a higher level. |  |  |  |  |  |
| 3 | The company’s bonus payment system based on performance is highly motivating the employees. |  |  |  |  |  |
| 4 | Financial rewards motivate employees at a higher level. |  |  |  |  |  |
| 5 | Employees who perform well in their jobs are given tangible rewards such as special wage increases, bonuses, additional benefits, etc.  |  |  |  |  |  |
| B | **Carrier Growth and development** | 1 | 2 | 3 | 4 | 5 |
| 1 | The company provides opportunities for employee’s carrier growth and development. |  |  |  |  |  |
| 2 | Ethio-telecom provide you appropriate training program relating to your jobs. |  |  |  |  |  |
| 3 | Career path in the company |  |  |  |  |  |
| 4 | Job utilizes multiple skills |  |  |  |  |  |
| 5 | Effective feedback system |  |  |  |  |  |
| **C** | **Co-worker and supervisor relationship** | 1 | 2 | 3 | 4 | 5 |
| 1 | Team work adds more the motivation |  |  |  |  |  |
| 2 | Feeling of team spirit and cooperation among co-workers and supervisor affects motivation positively |  |  |  |  |  |
| 3 | Tight supervision affects motivation |  |  |  |  |  |
| 4 | The constant job feedback attained by your immediate supervisor will affect your level of performance and influences how much you are motivated to perform your job.  |  |  |  |  |  |
| 5 | My level of motivation at my job is to an extent influenced by my co-workers  |  |  |  |  |  |
| **D** | **Recognition** | 1 | 2 | 3 | 4 | 5 |
| 1 | Employees give importance to moral incentives (appreciation, respect, etc.) as well as physical incentives. |  |  |  |  |  |
| 2 | Success of the employees should be appreciate at all times |  |  |  |  |  |
| 3 | Recognition makes clear as the gratefulness to the employees for the level of working effectiveness and accomplishment to achieve goal.  |  |  |  |  |  |
| 4 | Employees with high self-respect are more essentially motivated and willing to work hard.  |  |  |  |  |  |
| 5 | The recognition and appreciation for your contribution will impact your motivation.  |  |  |  |  |  |
| E | **Working condition** | 1 | 2 | 3 | 4 | 5 |
| 1 | The work surroundings are organized and well-kept which make it conducive for working  |  |  |  |  |  |
| 2 | The quality of working environment at your organization has an influence on your motivation level.  |  |  |  |  |  |
| 3 | Ethio telecom’s working time is flexible and favorable for the employee. (flex-time) |  |  |  |  |  |
| 4 | The company provides challenging and interesting task. |  |  |  |  |  |
| 5 | Jobs are mentally and physically demanding good working conditions for employee to be motivated.  |  |  |  |  |  |
| F | **Job security** | 1 | 2 | 3 | 4 | 5 |
| 1 | Increased job security has a positive impact on motivation |  |  |  |  |  |
| 2 | I believe the level of employee motivation in the organization has an impact on the employee retention practices.  |  |  |  |  |  |
| 3 | Employee of your organization is overall motivated to do their job.  |  |  |  |  |  |
| 4 | Job has room for being creative |  |  |  |  |  |
| 5 | Leaving the office on time |  |  |  |  |  |

**Appendix B. Interview Guide**

1. How do you motivate your employees?

2. How do you perceive that your employees act when they are motivated?

3. What measures do you recommend to improve the employee motivation scheme?

4. Is the management of the Authority aware on the factors affecting employee motivation?