



St. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MASTERS IN BUSINESS ADMINISTRATION (MBA)

**EFFECTS OF MOTIVATION ON EMPLOYEES' PERFORMANCE: A CASE OF ETHIO
TELECOM AT JEMO SHOP.**

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR
DEGREE OF MASTER IN BUSINESS ADMINISTRATION OF THE ST. MARY'S
UNIVERSITY.**

BY
MAKIDA ZEGEYE BIHON
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JULY, 2023

ADDIS ABABA, ETHIOPIA

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BOARD OF EXAMINERS

As members of the Examining Board of the final MBA open defense, we certify that we read and evaluated the thesis prepared by Makda Zegeye and we recommend that it is accepted as fulfilling the thesis requirement for the Degree of Master of Business Administration.

Dean, Graduate Studies

Signature

Advisor

Signature

External Examiner

Signature

Internal Examiner

Signature

DECLARATION

I, Makida Zegeye Bihon do here by declare that, this research” EFFECTS OF MOTIVATION ON EMPLOYEES’ PERFORMANCE: A CASE OF ETHIO TELECOM AT JEMO SHOP“ work is original work. All sources of material used for the thesis have been duly acknowledged .Furthermore, it has not been submitted for a similar degree in any other University.

MAKDA ZEGEYE

Name

Signature

ENDORSEMENT

This is to certify that the thesis entitled " EFFECTS OF MOTIVATION ON EMPLOYEES' PERFORMANCE: A CASE OF ETHIO TELECOM AT JEMO SHOP " submitted to the School of Graduate Studies of St. Mary's University in Partial Fulfillment of the Requirements for the Degree of Masters in Business Administration (MBA) is a record of original research carried out by Makda Zegeye, under my supervision, and no part of the thesis has been submitted for any other degree or diploma. The assistance and help received during the course of this investigation have been duly acknowledged. Therefore, I recommend it to be accepted as fulfilling the thesis requirements.

HABTAMU ABEBAW(PhD)

Advisor



Signature

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ABSTRACT

This study attempts to assess the effects of motivation on employee performance using field data collected a case of Ethio Telecom jemo shop in Addis Ababa area. Correlation technique was employed to find out the relationship between two variables. Regression technique also was used to find out to which extent one variable affect the other using coefficient results. Correlation results for the independent variables which includes Job Security, Job Rotation, Financial reward, Management style, Team Work and Indirect reward which reveal existence of positive relationship between motivation and employees' performance and therefore implying that the increase in motivation will lead to increase in employees' performance. This situation insists on increasing attention to employee motivation practice in order to improve employee performance. The findings suggest enhancement of current motivation package by incorporating the independent variables which includes Job Security, Job Rotation, Financial reward, Management style, Team Work and Indirect reward will help optimum utilization of human resources as well as increasing employees' performance. There is a pressing need to develop organization motivation policy that will help the Ethio Telecom Jemo shop properly handling motivation function.

KEY WORDS; Motivation, performance, Ethio telecom, employees and recognition

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CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Motivation is one of the most important factors affecting human behavior. Motivation not only affects other cognitive factor like perception and learning but also affects total performance of an individual in organization setting. This is the reason why managers should attach great importance to motivation in organization (Prasad, 2005).

Motivation seems to be one of the most important tools for retaining employees and increases productivity. Organizations design motivation systems to encourage employees to perform in the most effective way and attract potential candidates. One of many ways to motivate employees is to give rewards and incentives for good performance (Memmott and Growers, 2012).

Every human being has got a push behind him/her to do something, organization with wise management should conduct research on such human behaviors as well as effective and efficient way to achieve organization objective. In such situation motivation becomes important as it makes better utilization of resources and workers abilities and capabilities (Scott, 1987).

“Motivation refers to the ways in which urges, drives, desires, aspirations, strivings, or needs direct, control or explain the behavior of human beings” (McFarland, 1974).

Also Prasad, 2005 defined “Motivation as the complex forces starting and keeping a person at work in an organization. Furthermore, Robbins and Coulter, 2005 defined Motivation as “The process that accounts an individual willingness to accept higher level of effort to each organizational goal conditioned by the efforts ability to satisfy some individuals need”. Motivation always pushes someone to act and continues him in the course of action already initiated”.

In the other way round motivation is described as an invisible force that pushes people to behave in a certain way (Pinder, 2008). An author of this definition believes that it has some features that make it better than other definitions. Firstly, it is not general as many other definitions, it presents motivation in close relation to work and careers. His definition is intended to apply behavior such as joining or leaving a company, being punctual, respecting or not respecting supervisor’s orders, inventing better ways to perform a job and accepting relocation to another place.

Motivation is the forces that energizes, direct and sustain behavior. It can be intrinsic where behavior

is affected by factors that may arise from work itself and are self-generated or extrinsic, which occurs when things are done or for people to motivate them (Armstrong, 2012)

Motivation is among crucial factor towards increasing the performance so as to achieve organization goals. Low motivation or complete lack of motivation at any organization with in Ethiopia or across the world leads to high employees'; inefficiency, turnover, fraud, corruption, absenteeism, and indiscipline at work. Good Supervisors and Managers maintains positive attitude by valuing employees and treating them fairly through designing supportive environment which motivates employees.

The key to create the efficient motivation system is by answering the question on what really motivate employees (Mommott and Growers, 2012). Finally, the purpose of this study to identify how many employees' motivate, increase their performance due to effective motivation and to asses if the effective motivation of the employees is necessary or no by considering those problems.

1.2 STATEMENT OF THE PROBLEM

Employee's and organization performance mostly depends on employee motivation. Low motivation affects employees and organization performance. Motivated employees are royal, committed, and productive and provide good services to the organization. In the modern competitive world, business organizations are facing ever-growing challenges regarding commitment, engagement, belief, recruitment and retention of their employees. Multiple studies in different countries and across industries show that employees who are passionate about their jobs and the organizations in which they work are in the minority. Employer should exercise employee motivation through the series of rewards for job well done and better organizational performance (Sevanson, 2011) although the Government of Ethiopia has made an effort in enhancing compensation in the public services but the increase did not result in convergence between public service pay level and those of the labor market comparators a sizable gap still remains.

Employees in both public and private sector businesses are becoming more and more conscious that motivation increases productivity. Employee motivation comes from the importance of

achieving the company's goal and vision.

However, the study on staffing problem in Ethiopia conducted in 2008 on staff motivation, attraction and retention revealed that there some motivational problem existing in public services including lack of special incentives, lack of supplementary income opportunities, lack of quality housing, inaccessibility to social services such as education, health, water and electricity in working environment. Inadequate motivation losses may eventually lead to significant employee turnover, a bad attitude about work, low output levels, and low profitability.

Some of researchers have just expressed problem of motivation in public sector in their studies, for example Gisela, (2014) conducted a study on “effects of motivation factors on employees’ job performance” and found existence of mismatch of employer rewards and employees need that affects employee’s performance.

Because researchers have placed varied emphasis on different variables, those studies revealed a variety of findings, some of which are in conflict. In addition, although several research on motivation and employee’s performance have been conducted, the existence of motivation may differ from industry to industry or even company to company; as a result, organizations should examine the usage or even how to use it appropriately. The researcher also thinks that the idea of employee motivation is subjective, meaning that what inspires one employee to perform very well could demotivate another.

Various theoretical and empirical studies have been done in Ethiopia and outside of Ethiopia mainly exploring on impact, contribution and influence of motivation factors on employee performance. But based on the literature reviewed it is revealed that no one has laid an intention to study specifically on investigation of motivation toward job performance in Ethio Telecom at Jemo shop. Regardless of endeavor in motivation practice still their challenges in general practice including what motivate employees and how motivation relates to employee performance. The planned study will focus on effect of motivation on employee performance at a case of Ethio Telecom jemo shop located in Addis Ababa Region with further intention to determine the challenges facing employee motivation practice that has not been researched before.

Most studies were done either on a specific department of ethio telecom or on another different company but in this study I included every department and employee of the branch starting from the managers to the cleaners to the people who work temporarily based on their contract. Many of the

researchers whom I went through their work conducted their study elsewhere in the world but my focus of the study is in Ethio telecom Jemo shop. Therefore, in this study, the researcher will try to fill this gap through assessing the effects of motivation on employee performance in Ethio telecom Jemo shop by considering the large number of customer and its work load on its employees and relating these with the motivational package provided by the company.

1.3. OBJECTIVE OF THE STUDY

These parts constitute general objective and specific objectives of the study.

1.3.1 GENERAL OBJECTIVE

To examine the effects of motivation on employees' performance at Ethio Telecom Jemo shop.

1.3.2 SPECIFIC OBJECTIVES

1. To examine the effect of Job rotation on employee performance at Ethio telecom Jemo shop
2. To assess the effect of Management style on employee performance at Ethio telecom Jemo shop
3. To examine the effect of Team work on employee performance at Ethio telecom Jemo shop
4. To evaluate the effect of Job security on employee performance at Ethio telecom Jemo shop
5. To examine the effect of Indirect reward on employee performance at Ethio telecom Jemo shop
6. To assess the effect of financial reward on employee performance at Ethio telecom Jemo shop

1.4 RESEARCH QUESTIONS

1. What is the effect of Job rotation on employee performance at Ethio telecom Jemo shop?
2. How does Management style affect employee performance at Ethio telecom Jemo shop?
3. What is the effect of Team work on employee performance at Ethio telecom Jemo shop?
4. How does Job security affect employee performance at Ethio telecom Jemo shop?
5. How does Indirect reward affect employee performance at Ethio telecom Jemo shop?

6. What is effect of financial reward on employee performance at Ethio telecom Jemo shop?

1.5 HYPOTHESIS OF THE STUDY

The following hypotheses are investigated based on the specific objectives.

H1: Job rotation has positive relation and significant effect on employee performance

H2: Management style has positive relation and significant effect on employee performance.

H3: Team work has positive relation and significant effect on employee performance.

H4: Job security has positive relation and significant effect on employee performance

H5: Indirect reward has positive relation and significant effect on employee performance

H6: Financial reward has positive relation and significant effect on employee performance.

1.6. SIGNIFICANCE OF THE STUDY

After the completion of this study, the results will be very helpful to individuals who share the same goals and are looking for information on problems associated with the study being investigated.

intended to help employer or the management to develop new regards towards motivation function in public sectors through development better motivation program that will help to improve employee performance and organizations performance by understanding the impact of motivational incentives on employee performance.

The research's findings will be valuable information for Ethio telecom policymakers and HR management as they consolidate or alter methods for motivating bank employees.

It will help the to identify the most critical motivational packages that have a positive impact on employee performance and retention

Additionally, the research will contribute to the literature on employee motivation and performance, especially in the telecom sector in Ethiopia, by investigating the impact of various motivational factors such as Job Security, Job Rotation, Financial reward, Management style, Team Work and Indirect reward on employee's performance.

The findings of this research can be used by other public and private companies and organizations in Ethiopia and beyond accordingly to improve their employee motivation and performance.

Also the study was to contribute in knowledge acquisition for academicians when undertaking further studies in the relevant field with readily evidenced academic materials. Furthermore, the study intended to help Government policy maker to develop efficient Public Service pay and incentive policy so that it brings greater positive effect on employee performance.

1.7 SCOPE OF THE STUDY

The study covered Ethio Telecom at Jemo shop in Addis Ababa as a public sector where selection of the institution was based on accessibility to researcher for data collection and limited time and financial resources and the study started from January and completed and submitted in June .During this time duration I prepared research proposal, literature review, questioner, pilot study, data collection, data analysis and completed first and final draft.

1.8. LIMITATIONS OF THE STUDY

In this study there are different types of issues with research samples and selection which include method/instruments/techniques used to collect the data , limited access to data and time constraints.The study was limited to onlyEthio telecom at jemo shop which is found in south west district in Nifas Silk Lafto sub city; no other banks and branches was examined. Methodologically, the study was mainly based quantitative data gathering using structured (close-ended) questionnaires. And, also only explanatory and descriptive research designs were used. The study is also delimited between the start date which is on December 2022 up to the finish date which is on June 2023 G.C.

1.9. ORGANIZATION OF THE PAPER

The study was organized in five chapters. The first chapter deals the introductory part which discusses the basic idea and general pictures of the study. The second chapter dedicated to literature review. The third chapter was deals about methodology. The fourth chapter was deals analysis and interpretation and the final chapter includes the study by summarizing the main findings and possible recommendations that are useful solving of the existing problem.

CHAPTER TWO: LITERATURE REVIEW

2.1. THEORETICAL LITERATURE REVIEW

Various scholars have developed several motivation theories approaching motivational problem but all emphasizing on similar set of relationships which include individual, his needs, his perception on how to satisfy his needs, and whether his needs satisfaction is equitable. All theories are not unified thus may work only in a particular context. In this study Maslow's hierarchy of needs, Herzberg's Motivation theory, McGregor's Theory X and Y will be discussed to find out importance and implications in motivating employees.

2.1.1. Maslow's hierarchy of needs theory (Abraham Maslow 1940)

According to this theory the behavior of an individual a particular moment is usually determined by his strongest needs. Psychologists claim that needs have a certain priority, as the more basic needs are satisfied an individual seeks to satisfy the largest needs. If his basic needs are not met, effort to satisfy higher needs should be postponed. A framework of needs in hierarchical order from bottom to top were by this theorist starting with Physiological needs, Safety needs, Social, Esteem needs and Self-determination as illustrated in the figure below:



Figure 2.1. Maslow's hierarchy of needs

Maslow's Theory can be Summarized that it is based on hypothesis of hierarchical order of needs, it is assumed that a man is continuously waiting, all human needs are never satisfied, its prepotency diminishes and another need emerges to replace it. Thus at last some needs remain unsatisfied which serve the man to strive to satisfy. It presents a very simple solution of managerial problem that manager can try to satisfy the needs of people in a particular order. Some critics have been developed that human needs cannot be satisfied in order therefore the hierarchy is not rigid for all individual, there is no direct cause-effect relationship between need and behavior also the question of reasonable level of satisfaction has brought difficulties to practice this theory since individuals differ.

Maslow's hierarchy of needs theory provides awareness on complexity nature motivation function together with complexity nature of human being as they differ in needs. It also alerts management that when undertaking motivation function should greatly consider that an employee cannot be motivated by one reward instead the rewards should change according to needs of a particular time.

2.1.2 McGregor's Theory X and Y

The theory involves assumptions such as generalization and hypotheses relating to human behavior and nature. McGregor presented assumptions that could predict human behavior in two opposite point as follows; Assumptions of Theory X; Management is responsible for organizing the element of productive enterprise that is money. Material, equipment, people in the interest of economic ends, it also assume that without active intervention by management, people would be passive even resistant to organization needs, Furthermore this theory assume that an average man is by nature indolent, man lacks ambition, dislikes responsibility and prefer to be led, lastly the theory assume that a man is inherently self-centered, indifferent to organization needs and resistant to change by nature.

Theory Y assumptions; The expenditure of physical and mental effort in work is natural as play or rest, second assumption states external control and threat of punishment are not the only means for bringing about effort towards organization objectives, thirdly commitment to objective is a function of the reward associated with achievement. Fourth assumption state that the average human being learn under the proper conditions not only to accept, but to seek responsibility.

Furthermore, the capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problem is widely, not narrow distributed in the population and lastly

under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

Theory X and Y implies that management should greatly consider kind of people has in the organization especially when undertaking management functions such as planning, directing, apprising and controlling.

2.1.3 Hygiene Theory (Herzberg 1968)

This is another motivational theory developed by Fredrick Herzberg who conducted intensive study on the experience and feelings of about 200 engineers and accountants in nine different companies in United State of America concerning their previous jobs. Found that there were two categories of needs essentially independent of each other affecting behavior in different ways thus are maintenance or hygiene factor and motivational factors.

2.2. Process Theories

2.2.1. Expectancy Theory

The fundamental premise of expectation theory, according to DuBrin (1978), is that how hard an employee works on their job truly depends on what they anticipate to gain from helping to achieve organizational goals in order to achieve their own goals.

2.2.2. Equity Theory

Equity theory places a strong emphasis on how employees feel they were treated fairly in comparison to how others were treated for similar types of jobs and job performance, according to Mullins et al. (2006)

2.2.3. Goal Theory

One of the fundamental responsibilities of management is to help employees realize their objectives and to provide the necessary direction and/or support to guarantee that these goals are compatible with those of the organization (kinicki, et al. 2014).

2.2.4Attribution Theory

According to Brooks (2006), attribution can be internal or external and is the recognized cause of both our behavior and that of others. While we have some control over the internal attribution, which is based on our own characteristics, the external attribution is caused by other forces at work.

2.3. The Effects of Motivation on Employee Performance

The best way to make the staff hard worker and enjoying the job is motivation. Companies in this dynamic and competitive world are attempting to consistently develop and motivate their staffs to assist in achieving high performance with various motivational packages. (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014). Employees will not perform their best without adequate motivation, even though, they fulfill specific, measurable, attainable, realistic and time bounded what we called smart objectives, the required skills and experience.

Mullins et al. (2006), Companies success is highly dependent on its employee's motivation level whether they are experienced or not, professional or not their motivation to exert maximum effort and abilities that directed to the organizational goal is the bottom line of organizational success. Therefore, first companies are expected to delight their staffs to delight the customer which leads to customer satisfaction and delight which is the base for today's business survivability. The challenge for today's management is to motivating their employees consistently to provide excellent service beyond the customer expectations which is the secret of most successful companies in our competitive world (Shahzadi et al. 2014).

2.4. Employee Motivational Packages

2.4.1. Job Security

Job security is the promise that you will keep your job and avoid the possibility of losing it. Depending on the conditions of your employment contract, collective bargaining agreement, or labor law that forbids arbitrary termination, your job may be safeguarded.

2.4.2. Job Rotation

Job rotation is the practice of switching all employees frequently between various positions to make sure they experience various company departments while learning and developing their skill sets. Job rotation promotes employee flexibility, reduces employee churn, and helps employees in manual labor tasks feel less stressed

2.4.3. Financial reward

Financial incentives, such as cash prizes, are used to motivate employees to achieve particular goals within a company or organization. For instance, the top-producing salesperson or the employee who produced the newest leads might receive a monetary bonus each month. Rewards in terms of money

might be either a set sum or a percentage of sales.

2.4.4. Management style

A manager's approach to achieving their objectives is referred to as their management style. The manner a manager prepares, organizes, decides, delegates, and manages their team is referred to as their management style. It can vary greatly depending on the business, the degree of management, the sector, the nation, the culture, and the individual.

2.4.5. Team Work

Teamwork is the cooperative effort of persons engaged in an activity. Generally speaking, teamwork refers to a group of people's readiness to cooperate in order to accomplish a common goal. In order to accomplish a shared objective or to finish a task in the most effective and efficient manner, a group must work together.

2.4.6. Indirect reward.

Indirect reward is anything provided to an employee in the form of a non-monetary advantage is considered an indirect reward. In addition to their direct pay, which is their base income or wages, employees are given a non-monetary offer. Indirect remuneration may also be referred to as perks or advantages.

2.5. EMPIRICAL LITERATURE REVIEW

Empirical literature review is used to discuss different previous researches in relation to this study. Different researchers have made study concerning the effect of motivation on employee performance and came up with some findings that helped to draw conclusion as elaborated here under first researcher known as Orasa (2014) made a study on the effect of motivation factors on employee job performance in public health care facilities at Ilemela in Mwanza region using descriptive methodology and presented the following findings; there were low motivation among health workers, some employee were intrinsically motivated and some were poorly motivated using extrinsic motivators the study intended to be done will be different from the previous as it will be conducted in different area which is in Addis Ababa region.

Another study was conducted by (2015) on the impact of working environment on employee's performance using qualitative and quantitative methodology at Institute of Finance Management in Addis Ababa and came up with the following findings that there were positive between working environment and employee's performance. The undertaken study will be different from the previous study as it is going to consider various factors of motivation instead of looking on single factor of working environment.

Shahzadi et al. (2014), conducted a research on effects of motivation on employee performance. To identify what motivational packages affect employee motivation in Pakistan and analyze the level of motivation that affects the employee performance is the main purpose of the research. The research also revealed that staffs seen training effectiveness has a negative relationship with motivation. They are not interested with the training delivered to them and this negatively affected their motivation. The research revealed that employee motivation has a significant and positive relationship with employee performance.

Third study conducted by Mbogo (2013) concentrated on impact of motivation on employee performance in public services in Tanzania in Ilala Municipality using Statistical Package for Social Studies and presented that there were positive relationship between motivation and employee performance where wage was identified as the most motivating factor. The study intended to be done will different from this as it doesn't explore about factors of motivation.

Furthermore, Mohamed (2013) conducted a study on the influence of motivation on job performance among primary teachers in public schools in Kongwa District Council using Statistical Package for Social Studies and drawn conclusion that there was no significant relationship between motivation and teacher's job performance as teacher's performance is influenced by many factors. The study to be done will be different from Mohamed's study basing on target population which is Addis Ababa Region.

Wu and Lo (2009) conducted a meta-analysis of 34 studies that investigated the effects of job rotation on employee outcomes. Their findings suggest that job rotation has a positive effect on several employee outcomes, including job satisfaction, task proficiency, and organizational commitment.

Specifically, job rotation was found to have a moderate positive effect on job satisfaction, indicating that employees who participate in job rotation tend to express higher levels of satisfaction with their jobs than those who do not. Additionally, job rotation was found to have a small positive effect on task proficiency, suggesting that employees who participate in job rotation tend to acquire new skills and knowledge that can improve their performance on the job.

Furthermore, job rotation was found to have a moderate positive effect on organizational commitment, indicating that employees who participate in job rotation tend to feel more committed to their organization than those who do not. This effect was found to be particularly strong when the job rotation program was perceived as fair and well-designed.

Overall, these findings suggest that job rotation can be an effective tool for improving employee outcomes, particularly when the program is well-designed and implemented. However, it is important to note that the effectiveness of job rotation may vary depending on organizational factors, such as the nature of the work and the culture of the organization.

Elnaga and Imran (2014) conducted a study to explore the effects of job rotation on employee performance and job satisfaction in the context of the banking industry in Egypt. The study involved a survey of 250 employees from six different banks.

Their findings suggest that job rotation has a positive effect on both employee performance and job satisfaction. Specifically, they found that job rotation was positively related to employee task proficiency, indicating that employees who participated in job rotation tended to acquire new skills and knowledge that helped them perform their job better.

In addition, job rotation was found to have a positive effect on job satisfaction, indicating that employees who participated in job rotation tended to express higher levels of satisfaction with their jobs than those who did not. This effect was found to be particularly strong for employees who perceived that they had a high degree of control over their job rotation assignments.

The study also found that the relationship between job rotation and employee performance was partially mediated by job satisfaction. In other words, job rotation improved employee performance in part because it increased job satisfaction.

Overall, these findings suggest that job rotation can be an effective strategy for improving employee performance and job satisfaction, particularly in industries where employees perform specialized tasks that require a high level of skill and knowledge. However, the success of job rotation programs may depend on factors such as the design and implementation of the program, as well as the attitudes and perceptions of employees towards job rotation.

Kluger and DeNisi (1996) conducted a meta-analysis of 94 studies that investigated the effects of different management styles on employee outcomes such as job satisfaction, performance, and turnover.

Their findings suggest that participative management styles, which involve employees in decision-making processes, are generally associated with positive employee outcomes. Specifically, participative management styles were found to have a moderate positive effect on job satisfaction, a small positive effect on job performance, and a large negative effect on turnover.

On the other hand, autocratic management styles, which involve managers making decisions without employee input, were found to have a negative effect on employee outcomes. Specifically, autocratic management styles were found to have a moderate negative effect on job satisfaction, a small negative effect on job performance, and a moderate positive effect on turnover.

The study also found that the effectiveness of different management styles may depend on various factors, such as the nature of the work, the level of employee involvement in decision-making, and the culture of the organization.

Overall, these findings suggest that participative management styles may be more effective than autocratic management styles in promoting positive employee outcomes. However, the effectiveness of management styles may depend on a variety of factors, and managers should consider the specific needs and preferences of their employees when selecting a management style.

Sturman and Trevor (2001) conducted a study to investigate the relationship between management style and employee turnover in the hospitality industry. The study involved a survey of 1,357 employees from 82 hotels in the United States.

Their findings suggest that a management style that emphasizes employee development and

involvement is associated with lower turnover rates. Specifically, they found that hotels with a supportive management style, characterized by high levels of employee involvement, training, and feedback, had lower turnover rates than hotels with a controlling management style, characterized by low levels of employee involvement and training.

The study also found that the relationship between management style and turnover was partially mediated by job satisfaction, indicating that employees who perceived their managers to be supportive and involved were more satisfied with their jobs, which in turn led to lower turnover rates.

Overall, these findings suggest that a management style that emphasizes employee development and involvement can be an effective strategy for reducing turnover rates in the hospitality industry. This may involve providing employees with opportunities for training and development, soliciting their feedback on work-related issues, and creating a supportive work environment that values their contributions.

Hackman and Oldham (1976) conducted a study to investigate the relationship between job design, including team work, and employee motivation and satisfaction. The study involved a survey of 658 employees from 62 different jobs in five different organizations.

Their findings suggest that team work can be an effective strategy for improving employee motivation and satisfaction. Specifically, they found that jobs that provided employees with opportunities for meaningful work, autonomy, and feedback tended to be more motivating and satisfying than jobs that did not.

Furthermore, they found that team work, or the degree to which employees work together to achieve common goals, was positively related to employee motivation and satisfaction. Jobs that required employees to work in teams were found to be more motivating and satisfying than jobs that did not involve team work.

The study also found that the relationship between job design and employee motivation and satisfaction was influenced by individual differences, such as personality and values. For example, employees who valued autonomy and challenge were more likely to be motivated and satisfied by jobs that provided these opportunities.

Overall, these findings suggest that team work can be an effective strategy for improving employee motivation and satisfaction, particularly when combined with other elements of job design such as autonomy and feedback. However, the success of team work may depend on

factors such as the composition of the team, the level of task interdependence, and the nature of the work being performed.

Parker and Wall (1998) conducted a study to investigate the relationship between team work and organizational performance in the context of manufacturing firms. The study involved a survey of 59 manufacturing firms in the United Kingdom.

Their findings suggest that team work can be an effective strategy for improving organizational performance. Specifically, they found that firms that emphasized team work had higher levels of productivity, quality, and innovation than firms that did not.

Furthermore, they found that the relationship between team work and organizational performance was influenced by various factors, such as the degree of team autonomy, the level of team training and development, and the nature of the work being performed. Firms that provided teams with a high degree of autonomy and invested in team training and development tended to have higher levels of performance than firms that did not.

The study also found that team work can have both positive and negative effects on employee outcomes. While team work was positively related to job satisfaction, it was also associated with higher levels of job stress and turnover intention.

Overall, these findings suggest that team work can be an effective strategy for improving organizational performance, particularly when combined with other elements of organizational design such as training and development. However, the success of team work may depend on various factors, and managers should consider the potential effects on employee outcomes when implementing team work programs.

Hackman and Oldham (1976) conducted a study to investigate the relationship between job design and employee motivation and satisfaction. While their study did not specifically focus on job security, they did find that certain aspects of job design, such as skill variety, task identity, autonomy, and feedback,

were positively related to employee motivation and satisfaction.

Specifically, they found that jobs that provided employees with a high degree of skill variety, or the opportunity to use a variety of different skills and abilities, tended to be more motivating and satisfying than jobs that did not. They also found that jobs that provided employees with a sense of task identity, or the opportunity to see the results of their work, were more motivating and satisfying.

Furthermore, they found that jobs that provided employees with a high degree of autonomy, or the ability to make decisions and control their own work, were more motivating and satisfying than jobs that did not. Finally, they found that jobs that provided employees with feedback on their performance tended to be more motivating and satisfying than jobs that did not.

While their study did not specifically investigate the relationship between job security and employee motivation and satisfaction, it is possible that job security could have an impact on these outcomes. For example, employees who feel secure in their jobs may be more motivated and satisfied than employees who feel that their jobs are at risk. However, further research would be needed to investigate this relationship more directly.

Locke and Latham (2002) conducted a meta-analysis of 35 studies that investigated the effects of goal setting on employee performance and job satisfaction. Their study did not specifically focus on job security, but rather on the effects of goal setting.

Their findings suggest that goal setting can have a positive effect on employee performance and job satisfaction. Specifically, they found that employees who set specific and challenging goals tended to perform better and express higher levels of job satisfaction than employees who did not.

Furthermore, they found that the effectiveness of goal setting may depend on various factors, such as the level of goal commitment, the degree of feedback provided, and the complexity of the task being performed. Employees who were highly committed to their goals and received regular feedback on their progress tended to perform better and express higher levels of job satisfaction than employees who did not.

While their study did not specifically investigate the relationship between job security and employee outcomes, it is possible that job security could have an impact on the effectiveness of goal setting. For

example, employees who feel insecure in their jobs may be less motivated to set and achieve challenging goals. However, further research would be needed to investigate this relationship more directly.

Milkovich and Newman (2013) discuss the concept of indirect rewards, which refer to rewards that are not directly related to an employee's job performance, but that may still have an impact on employee motivation and satisfaction.

Their findings suggest that indirect rewards can be an effective strategy for improving employee motivation and satisfaction, particularly when combined with other forms of compensation and rewards. Specifically, they found that indirect rewards such as flexible work arrangements, opportunities for career development, and recognition and appreciation programs can have a positive effect on employee motivation and satisfaction.

Furthermore, they found that the effectiveness of indirect rewards may depend on various factors, such as the level of employee involvement in the design and implementation of the programs, the perceived fairness of the programs, and the level of management support for the programs.

Overall, their research suggests that indirect rewards can be an important part of an overall compensation and rewards strategy, and that managers should consider the potential impact of these rewards on employee motivation and satisfaction. However, they also note that indirect rewards should not be used as a substitute for direct compensation and rewards, which are still important for attracting and retaining talented employees.

Latham and Pinder (2005) conducted a review of research on the effects of financial incentives and rewards on employee motivation and performance. Their review included both laboratory studies and field studies conducted in various settings.

Their findings suggest that financial incentives and rewards can be effective in improving employee motivation and performance, particularly in tasks that are simple and straightforward. Specifically, they found that financial incentives and rewards tend to increase employee effort and persistence in tasks that involve repetitive or routine work.

Furthermore, they found that the effectiveness of financial incentives and rewards may depend on

various factors, such as the size and frequency of the rewards, the perceived fairness of the rewards, and the degree of control that employees have over their performance.

However, their review also found that financial incentives and rewards may be less effective in tasks that require creativity, problem-solving, or complex decision-making. In these types of tasks, financial incentives and rewards may actually have a negative effect on employee motivation and performance, as they may decrease intrinsic motivation and creativity.

Overall, their research suggests that financial incentives and rewards can be an effective strategy for improving employee motivation and performance in certain types of tasks. However, managers should carefully consider the nature of the task and the potential effects of financial incentives and rewards on intrinsic motivation and creativity before implementing these types of programs.

Colquitt et al. (2000) conducted a meta-analysis of 117 studies to investigate the effects of different types of pay systems on employee outcomes such as job satisfaction, performance, and turnover.

Their findings suggest that financial rewards can be an effective strategy for improving employee outcomes, but the effectiveness of different pay systems may depend on various factors.

Specifically, they found that individual-based pay systems, such as piece-rate pay or merit pay, were positively related to employee performance and job satisfaction, but were also associated

with higher levels of turnover. Meanwhile, group-based pay systems, such as profit-sharing or gainsharing, were positively related to employee performance and job satisfaction, but were not associated with higher levels of turnover.

Furthermore, they found that the effectiveness of pay systems may depend on the degree of performance differentiation, the level of employee involvement in pay decisions, and the organizational culture and climate.

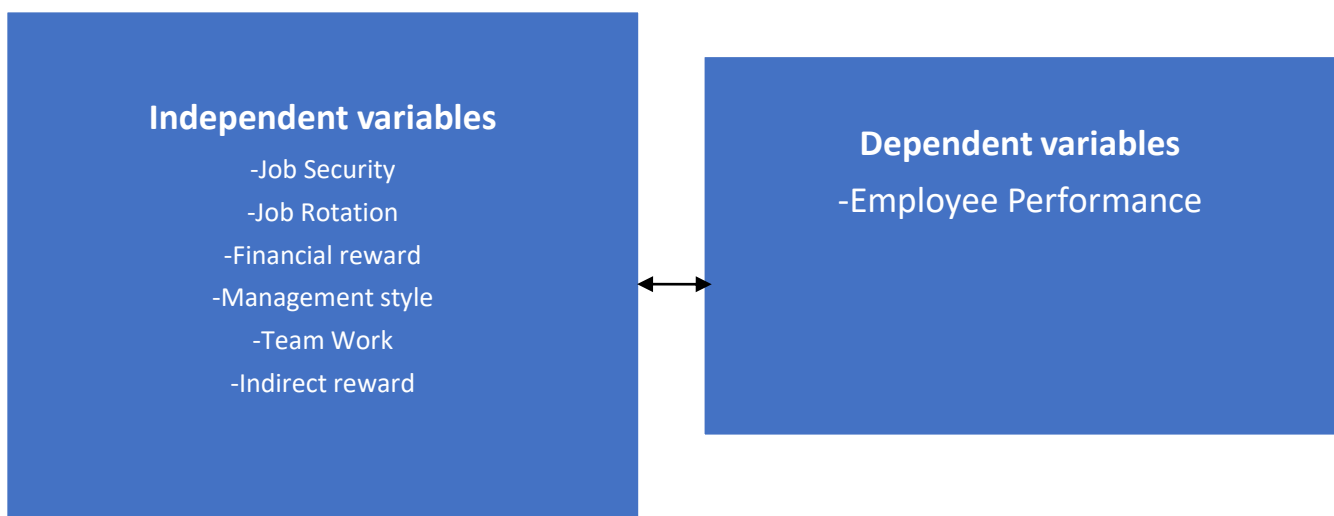
Overall, their research suggests that financial rewards can be an effective strategy for improving employee outcomes, but the effectiveness of different pay systems may depend on various factors. Managers should carefully consider the specific needs and preferences of their employees when selecting a pay system and consider how the system aligns with the overall goals and culture of the organization.

2.6. CONCEPTUAL FRAMEWORK

The following conceptual model is developed by the researcher based on the overall review of related literatures and the theoretical framework. The figure bellow shows the relationship between independent variables and dependent variables of the research problem. The independent variables are considered as motivation factors which includes Job Security, Job Rotation, Financial reward, Management style, Team Work and Indirect reward and the dependent variable which is employee performance.

Based on the overall review of related literatures and the theoretical framework, the following conceptual model is developed by the researcher.

Figure 2.2. Conceptual Framework



CHAPTER THREE

3.1. RESEARCH METHODOLOGY

Research methodology is a way to systematically solve research problem with the logic behind them or a science of studying how research is done scientifically (Kothari, 2004).

This chapter discussed about description of study area, research approach, research design, types and sources of data sampling design & procedure, variable & measurement procedure, methods of data collection and data processing & analysis data collection techniques, validity and reliability, method of data analysis.

3.2 AREA OF THE STUDY

This study was conducted at a case of Ethio Telecom Jemo shop as a public office with number of 68 employees. Ethio previously known as the Ethiopian Telecommunications Corporation is owned by the Ethiopian government is a telecommunication company which used to serve as the major internet and telephone service provider before the entering of other foreign telecommunication company which is called Safaricom. This company is a new competitor to Ethio telecom that entered the market of Ethiopia with advanced technology improved and modified products and services and also more job opportunities with increased salary and benefits which can be a threat for Ethio telecom. Since Ethio telecom has been providing its services and products for many years it is very familiar with the market of the country, its policies and its customers. This area of the study which is Jemo shop of Ethio telecom that is found in the South west district of Addis Ababa was chosen because of easy accessibility to researcher for data collection, resource and facilities.

3.3. RESEARCH DESIGN AND APPROACH

3.3.1 RESEARCH DESIGN

The researcher used both descriptive and explanatory research design with which to describe the relationship between motivation and employee performance. Descriptive research design is used to expand knowledge of a project or phenomenon by describing it according to its characteristics or concerning the population to answer the questions. Descriptive research design sets out to describe and to interpret. It looks at individuals, groups, institutions, methods and materials in order to describe, compare, contrast, classify, analyze and interpret the entities and the events that constitute the various fields of inquiry.

Explanatory research design aims at establishing the cause-and-effect relationship between dependent

and independent variables. Explanatory research design is used to measure the degree of association or correlation between the variables by explaining the nature and relationship between the independent variables (motivational packages) and the dependent variable (employee performance)

3.3.2. RESEARCH APPROACH

Research approach is an instrument that researchers employ whilst they administer any form of inquiry or investigation (Walliman, 2011). Research approach used in this study is Quantitative approach. Quantitative research is empirical research where the data are in the form of numbers. It aims at testing an assumption that has been formulated in advance in the form of hypothesis (Flick, 2009).

3.3.3. TARGET POPULATION AND SAMPLE SIZE

3.5.1 TARGET POPULATION

Population is a physical representation of the target population and comprises all the units that are potential members of a sample (Kothari, 2008). For the purpose of this study 68 respondents were used in data collection by using census sampling technique due to the lower number of participants. The sample unit is the unit that the study has to be targeted (Mugenda, 2003). Therefore, the units of analysis for this study were employees of Ethio telecom which are found at Jemo shop.

3.5.2. SAMPLE SIZE TECHNIQUE

Sampling plays an important role in the research design. Sampling is the process of choosing a smaller, more manageable number of people to take part in research study (Dawson, 2012). According to Kothari (2004) sampling is the selection of only few items from the universe for the purpose of study. Sample size refers to the number of items to be selected from the universe to constitute a sample. For the purpose of this study census sampling technique was opted because it would help to eliminate bias, it gives all individuals a chance.

According to Ethio telecom, 2015 selection of sample size depends on nature of the study, Budget and time constraints. For the purpose of this study 68 employees were used in data collection which is the number of employees in Ethio Telecom at Jemo shop in Addis Ababa. This is due to the lower number of participants. To select these 68 respondents census sampling technique was applied.

3.6. DATA SOURCE

Primary Data

Involve data which have been collected for the first time using instrument like questionnaire, interview, survey, and observation. For the purpose this study primary data were collected through questionnaires.

These are number of questions developed in definite order form whether typed or printed and sent to respondents to be answered. This method was used in this study because of low cost, being free from bias, larger sample coverage and data reliability (Kothari, 2004).

3.7. METHODS OF DATA COLLECTION

Data are facts and other relevant materials, past and present which serve as basis for study and analysis. In this study, questionnaire was used to collect data from respondents. Questionnaires are one of the most popular instruments for data collection because they save time and cost; they allow quick extraction of data from respondents; they provide flexibility in arranging time and place; they have readily available software tools for analysis; they can make large samples feasible and they lack the same potential for bias found in observation and interview methods (Boyce, 2003). The purpose of using a questionnaire is to test associations between independent and dependent variables already described (Gray, 2009). To maintain uniformity and ease of coding and categorizing variables in responses, Likertscale (5= strongly agree, 4= agree, 3= neutral, 2= disagree & 1 strongly disagree) was principally used in the questions. Questionnaires were then delivered personally, in hard copy, to the respondents.

3.8. DATA PROCESSING AND ANALYSIS

3.8.1 DATA PROCESSING

Involved operations like editing, coding, classification and tabulation of collected data so that they are amenable for analysis; Data editing the process of examining the collected raw data to detect errors and omission and correct this when is possible. Data editing was done to ensure data quality, data accuracy and data consistency.

Data coding this is the process of assigning numeral or other symbols to answer so that responses can be put into a limited number of categories or classes. Established classes were exhaustive so that to have a class for every data item. This helped to increase efficiency and through it several replies were

reduced to a small number of classes with critical information required for analysis.

Data classification is the process of arranging data in groups on the basis of common characteristics. For the purpose of this study data having common characteristics were placed in one class to easier data analysis.

Tabulation is the process of arranging assembled data in some kind of concise and logical order or the process of summarizing raw data and displaying the same in compact form for further analysis. This easier the process of data comparison, detection of errors and omissions and provide a base for statistical computation.

3.8.2 DATA ANALYSIS

According to Kothari (2004) Data analysis refers to the process of computation of a certain indices or measurement along with searching for pattern of relationship that exist among the data groups. Analysis involves estimating the value of unknown parameter of the population and testing of hypotheses for drawing inferences. For the purpose of this study descriptive analysis and inferential analysis were adopted together with Statistical Package for Social Sciences (SPSS) in data analysis.

Particularly Inferential analysis involved multiple linear correlation and regression techniques which apply under the following assumptions;

Firstly, the model assumes that variable have normal distribution as none normally distributed will distort relationship and significance test.

Second assumption is reliability where variable are measured without error to obtain more accurate relationship in population. Normally avoid overestimating effect of another variable in multiple regressions.

Homoscedasticity assumption; refers to situation where there is similar variance of errors across all levels of the independent variable. The vice versa situation is called heteroscedasticity and when highly marked can seriously distort findings and weaken the analysis process.

Furthermore, multiple linear correlation and regression analysis have limitations which include; In existence of multi linearity situation where two or more independent variables are highly correlated with another the meaning of partial regression equation is unclear.

3.8.2 .1. Correlation technique

In this study correlation technique used to test the nature and strength of association between motivation and employee performance variables using multiple linear correlation coefficient (r).

Also the possibility that successive observed values of the dependent variables are correlated rather than uncorrelated is easily observed in simple regression analysis than in multiple regressions.

3.8.1.2 Regression Analysis

According to Hansen (2008), the most commonly applied econometric tool is regression. This is used when the goal is to quantify the effect of one set of variables (conditioning variable, or covariates) on another variable (the dependent variable). Multiple linear regression technique used to test cause-and-effect relationship between motivation and employee performance variables under the following equation

$$Y = \alpha + \beta_1 JR1 + \beta_2 MS2 + \beta_3 TW3 + \beta_4 JS4 + \beta_5 IR5 + \beta_6 FR6 + \mu$$

Where;

Y= Employee performance

JS4= Job Security

α =Constant

IR5= Indirect Reward

β = Regression coefficient

FR6= Financial Reward

μ = Level of confidence

TW3= Team work

JR1= Job Rotation

MS2= Management style

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$, and β_7 are the regression coefficients associated with each component.

3.9 RELIABILITY AND VALIDITY OF THE RESEARCH DESIGN

3.9.1 Reliability

According to Cooper and Schindler (2003), reliability is an assessment of consistency of the measurement instrument. Under similar procedure reliability guarantee stable results overtime and across researchers. In this study, firstly reliability was ensured by well-prepared edited and tested research instrument to crosscheck ambiguous words and sentences. The other most common tool to measure reliability is Cronbach's alpha coefficient.

Reliability measures how well a set of items (or variables) measures a single uni-dimensional latent

construct and it is employed in this study to estimate the reliabilities of the variable groups in each part of the questionnaire. Cronach's alpha coefficient indicates an average correlation among the items that have developed the scale .A coefficient of reliability range of between 0.30 and 0.80 is acceptable (Pallant, 2007).

Variables	Items	Cronbach alpha
Job security	5	0.735
Job rotation	6	0.741
Financial reward	6	0.782
Management style	6	0.821
Team work	6	0.862
Indirect reward	5	0.711
Employee performance	5	0.874

Table.3.1. Cronbach alpha

3.9.2 Validity

Validity refers to the extent to which the instrument used during study measures the issues were intended to be measured according to Amin, 2005. Validity is the assessment of the correspondence of the variables to be included in a summated scale and its conceptual definition (Hair et al., 1998).

The researcher used measures drawn from previous research, which have been proven to be valid, to measure variables. To ensure validity in this study pilot testing were conducted that helped to make necessary adjustment on questionnaires to ensure measurement of intended objective.

CHAPTER FOUR

4.1. DATA PRESENTATION ANALAYSIS AND DISCUSSION

This chapter deals with presentation, analysis and discussion of findings of the study. It entails both descriptive and inferential statistics with the aim to reveal main features of data and help drawing conclusion about the study undertaken to determine the effect of motivation on employee performance at Ethio Telecom jemo shop in Addis Ababa. The findings are presented in line objectives of the study which include identifying different types of motivation offered at Ethio Telecom, to examine the relationship between motivation and employee's performance and to determine challenges towards effective motivation practice at Ethio Telecom.

4.2 DESCRIPTIVE ANALAYSIS.

In order to examine the relationship between the effect of motivation on employee performance and characteristics of respondent variables, analysis of variance (ANOVA) was conducted. This section shows the response rate, gender of respondents, age of respondents, respondent's designation level of education, and respondent work experience at Ethio telecom.

4.2.1 Response Rate

Table 4.1 summarizes information about respondent rate where sample size of the study was 75 employees' from Ethio telecom. questionnaires were distributed to employees but only 68 respondents returned given questionnaires. This indicates that 90.7 of the target sample filled and returned questionnaires.

Table 4.1: Response Rate

	Frequency	Percent (%)
Number of questionnaires issued	75	100
Number of respondents who answered Questionnaires.	68	90.7

Source: On survey result 2023

4.2.2 Respondents Gender.

The results as indicated in Table 4.2 revealed that Male were 54.7% and Female were 45.3%. This implies that Ethio Telecom employs both genders although male gender was found to be dominant occupying greater percentage.

Table 4.2: Respondents Gender

		Frequency	Percent
	Male	42	61.8
	Female	26	38.2
	Total	68	100

Source: On survey result 2023

4.2.3 Respondents Age

The results from Table 4.3 indicates that 9.5% of employees belong to age group of 21-25, 37.9% of employee at Ethio telecom in Jemo shop belong at age group of 26-35 Years, 33.7% are within the age group of 36-45 Years, 14.7% belongs above 45 years and lastly 4.2% of employees belongs to less than 21 years. This implies the Vice president Office is interested in age group of 26-45 which form about 71.6% of all employees.

Table 4.3: Respondents Age.

		Frequency	Percent
	Less than 20	4	5.9
	21-25	26	38.2
	26-35	14	20.6
	36-45	12	17.6
	Above 45	12	17.6
	Total	68	100

Source: On survey result 2023

4.2.4 Respondents Designation

The result from Table 4.4 shows that 36.8% of employees belong to officer grade, 21.1% belongs to operational level, 15.8% belongs to senior level, 15.8% belongs to principal and 10.5% belongs to Administration level.

Table 4.4: Respondents Designation

		Frequency	Percent
	Administrator	4	5.9
	Principal officer	12	17.6
	Senior officer	12	17.6
	Officer Grade	23	33.8
	Operational	17	25
	Total	68	100

Source: On survey result 2023

4.2.5 Respondents Education

Table 4.5 shows that 33.7% of employees are Degree holder, 31.6% are Postgraduate, 28.4% are Diploma holder and 5.3% include employee with Certificate and bellow certificate level. From these results 93.7% constitute professional employees which imply that Ethio telecom is more interested in employee with professionals because of technical duties to be performed.

Table 4.5: Respondents Education

		Frequency	Percent
	Postgraduate	15	22.1
	Bachelor Degree	27	39.7
	Diploma Holder	21	30.9
	Others	5	7.4
	Total	68	100

Source: On survey result 2023

4.2.6: Respondents Work Experience

The results from table 4.6 shows that 46.3% of employees have more than 6 years' experience, 27.4% of employees have experience ranging 4-6 years, 21.0% of employee have experience ranging between 1-3 years and 5.3% have less than 1 year work experience. The results indicate that large number of employees amounting 94.8% have worked long time with Ethio telecom for a duration ranging 1 and above 6 years which implies that the Ethio telecom has capability to maintaining its work force.

Table 4.6: Respondents Work Experience

	Frequency	Percent
Less than 1	7	10.3
1-3	11	16.9
4-6	23	33.8
Above 6	27	39.7
Total	68	100

Source: On survey result 2023

4.3. Descriptive Statistics Analysis

According to Zaidaton & Bagheri (2009) the mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considers as high as illustrated by Comparison bases of mean of score of five-point Likert scale instrument.

Table 4.7: Job Security

Items	Level of Agreement or Disagreement	Frequency	Percent (%)	Mean
I feel safe and secure since I've been given comfort.	Disagree	7	10.3	3.16
	Neutral	43	44.3	
	Agree	18	50.6	
	Total	68	100	
This security makes me feel proud of my profession.	Disagree	12	17.6	3.24
	Neutral	28	41.2	
	Agree	28	41.2	
	Total	68	100	
I feel secure in the workflow my leaders have established.	Disagree	13	19.1	3.21
	Neutral	28	41.2	
	Agree	27	39.7	
	Total	68	100	

I don't worry about losing my job.	Disagree	9	13.2	3.19
	Neutral	41	60.3	
	Agree	14	20.6	
	strongly agree	4	5.9	
	Total	68	100	
I am satisfied with the Telecom overall job security.	Disagree	5	3.4	3.16
	neutral	47	52.9	
	Agree	16	38.5	
	Total	68	100	
Overall Mean				3.19

Source: Own Survey, 2023

Based on the table, the respondents were asked to rate their level of agreement or disagreement with statements related to job security. The overall mean score for all the statements is 3.19, which falls under the "low" category according to Zaidaton & Bagheri's (2009) interpretation of the mean score.

Specifically, for the statement "I feel safe and secure since I've been given comfort." the majority of respondents were neutral (44.3%), followed by those who agreed (50.6%). However, a significant number of respondents disagreed (10.3%) with this statement, with a mean score of 3.16, which is considered low.

For the statement "This security makes me feel proud of my profession," the majority of respondents were either neutral (41.2%) or agreed (41.2%) with the statement. However, a significant number of respondents disagreed (17.6%) with this statement, with a mean score of 3.24, which is considered low.

For the statement "I feel secure in the workflow my leaders have established," the majority of respondents were either neutral (41.2%) or agreed (39.7%) with the statement. However, a significant number of respondents disagreed (19.1%) with this statement, with a mean score of 3.21, which is considered low.

For the statement "I don't worry about losing my job," the majority of respondents were either neutral (60.3%) or disagreed (13.2%) with the statement. However, a small percentage of respondents agreed (20.6%) or strongly agreed (5.9%) with this statement, with a mean score of 3.19, which is considered low.

For the statement "I am satisfied with the Telecom overall job security," the majority of respondents were either neutral (52.9%) or agreed (38.5%) with the statement. However, a small percentage of respondents disagreed (3.4%) with this statement, with a mean score of 3.16, which is considered low.

Overall, the results suggest that the respondents have a relatively low level of job security, with a majority being neutral or agreeing with the statements related to job security, but a notable percentage disagreeing with them.

Table 4.8: Job rotation

Items	Level of Agreement or Disagreement	Frequency	Percent (%)	Mean
Job rotation boosts my self-confidence level.	Disagree	8	11.8	3.4
	Neutral	25	36.8	
	Agree	35	51.5	
	Total	68	100	
Job rotation minimizes employee work-related dissatisfaction.	Disagree	31	45.6	2.88
	Neutral	15	22.1	
	Agree	21	30.9	
	strongly agree	1	1.5	
	Total	68	100	
Job rotation enabled me to gain experienced in my field and prepares me for the next step.	Disagree	16	23.5	3.37
	Neutral	17	25	
	Agree	29	42.6	

	strongly agree	6	8.8	
	Total	68	100	
I will get a chance to be promoted because of job rotation.	Disagree	8	11.8	3.5
	Neutral	22	32.4	
	Agree	34	50	
	strongly agree	4	5.9	
	Total	68	100	
The use of rotation helps in determining which position is best for performing tasks efficiently and effectively for employee.	Disagree	15	22.1	3.29
	Neutral	21	30.9	
	Agree	29	42.6	
	strongly agree	3	4.4	
	Total	68	100	
Communicating with colleagues and supervisors from different jobs during job rotation is satisfactory.	Disagree	6	8.8	3.51
	neutral	23	33.8	
	agree	37	54.4	
	strongly agree	2	2.9	
	Total	68	100	
Overall Mean				3.32

Source: Own Survey, 2023

Based on the table, the respondents were asked to rate their level of agreement or disagreement with statements related to job rotation. The overall mean score for all the statements is 3.32, which falls under the "moderate" category according to Zaidaton & Bagheri's (2009) interpretation of the mean score.

Specifically, for the statement "Job rotation boosts my self-confidence level," the majority of respondents agreed (51.5%) or were neutral (36.8%). However, a significant number of respondents disagreed (11.8%) with this statement, with a mean score of 3.4, which is considered moderate.

For the statement "Job rotation minimizes employee work-related dissatisfaction," the majority of respondents disagreed (45.6%) with this statement, followed by those who agreed (30.9%) or were

neutral (22.1%). However, a small percentage of respondents strongly agreed (1.5%) with this statement, with a mean score of 2.88, which is considered low.

For the statement "Job rotation enabled me to gain experienced in my field and prepares me for the next step," the majority of respondents agreed (42.6%) or strongly agreed (8.8%) with the statement. However, a significant number of respondents disagreed (23.5%) with this statement, with a mean score of 3.37, which is considered moderate.

For the statement "I will get a chance to be promoted because of job rotation," the majority of respondents agreed (50.0%) or were neutral (32.4%). However, a small percentage of respondents disagreed (11.8%) or strongly agreed (5.9%) with this statement, with a mean score of 3.5, which is considered moderate.

For the statement "The use of rotation helps in determining which position is best for performing tasks efficiently and effectively for employee," the majority of respondents agreed (42.6%) or were neutral (30.9%). However, a significant number of respondents disagreed (22.1%) with this statement, with a mean score of 3.29, which is considered moderate.

For the statement "Communicating with colleagues and supervisors from different jobs during job rotation is satisfactory," the majority of respondents agreed (54.4%) or were neutral (33.8%) with the statement. However, a small percentage of respondents disagreed (8.8%) with this statement, with a mean score of 3.51, which is considered moderate.

Overall, the results suggest that the respondents have a moderate level of agreement with the statements related to job rotation, with a majority agreeing or being neutral with the statements, but a notable percentage disagreeing with some of them

Table.4.9. Financial reward

Items	Level of Agreement or Disagreement	Frequency	Percent	Mean
Ethio telecom pay structure is fair.	Strongly disagree	7	8.8	2.38
	Disagree	34	54.4	
	Neutral	20	26.5	

	Agree	7	10.3	
	Total	68	100	
My current income enables me to fully focus on my work by meeting my basic needs.	Strongly disagree	7	10.3	2.4
	Disagree	34	50	
	Neutral	20	29.4	
	Agree	7	10.3	
	Total	68	100	
The periodic salary increment enhances my customer service to be more delightful.	Strongly disagree	7	10.3	2.43
	Disagree	33	48.5	
	Neutral	20	29.4	
	Agree	8	11.8	
	Total	68	100	
The basic salary I receive is reasonable in comparison to what other telecom company is paying.	Strongly disagree	10	14.7	2.25
	Disagree	36	52.9	
	Neutral	17	25	
	Agree	5	7.4	
	Total	68	100	
The housing, full, and telephone allowances that I receive are nearly to or similar to those of other company allowances.	Strongly disagree	11	16.2	2.21
	Disagree	39	57.4	
	Neutral	11	16.2	
	Agree	7	10.3	
	Total	68	100	
I am satisfied with the annual profit bonuses provided by the telecom to encourage its employees.	Strongly disagree	18	26.5	2.13
	disagree	31	45.6	
	neutral	12	17.6	
	agree	6	8.8	

	strongly agree	1	1.5	
	Total	68	100	
Overall Mean				2.3

Source: Own Survey, 2023

Based on the table, the respondents were asked to rate their level of agreement or disagreement with Financial reward. The overall mean score for all the statements is 2.3, which falls under the "low" category according to Zaidaton & Bagheri's (2009) interpretation of the mean score.

Specifically, for the statement "Ethio telecom pay structure is fair.," the majority of respondents disagreed (54.4%) or were neutral (26.5%) with the statement. A small percentage of respondents agreed (10.3%) or strongly disagreed (8.8%) with this statement, with a mean score of 2.38, which is considered low.

For the statement "My current income enables me to fully focus on my work by meeting my basic needs," the majority of respondents disagreed (50.0%) with this statement, followed by those who were neutral (29.4%) or agreed (10.3%). A small percentage of respondents strongly disagreed (10.3%) with this statement, with a mean score of 2.4, which is considered low.

For the statement "The periodic salary increment enhances my customer service to be more delightful," the majority of respondents disagreed (48.5%) or were neutral (29.4%) with the statement. A small percentage of respondents agreed (11.8%) or strongly disagreed (10.3%) with this statement, with a mean score of 2.43, which is considered low.

For the statement "The basic salary I receive is reasonable in comparison to what other telecom company is paying." the majority of respondents disagreed (52.9%) with this statement, followed by those who were neutral (25.0%) or agreed (7.4%). A small percentage of respondents strongly disagreed (14.7%) with this statement, with a mean score of 2.25, which is considered low.

For the statement "The housing, full, and telephone allowances that I receive are nearly to or similar to those of other company allowances.," the majority of respondents disagreed (57.4%) with this statement, followed by those who strongly disagreed (16.2%) or were neutral (16.2%). A small percentage of respondents agreed (10.3%) with this statement, with a mean score of 2.21, which is considered low.

For the statement "I am satisfied with the annual profit bonuses provided by the telecom to encourage its employees.," the majority of respondents either disagreed (45.6%) or strongly disagreed (26.5%) with the statement. A small percentage of respondents were neutral (17.6%) or agreed (8.8%) or strongly agreed (1.5%) with this statement, with a mean score of 2.13, which is considered low.

Table.4.10.Management style

Items	Level of Agreement or Disagreement	Frequency	Percent	Mean
My leaders make others feel good to be around him/her	Disagree	34	50	2.88
	Neutral	13	19.1	
	Agree	16	23.5	
	strongly agree	5	7.4	
	Total	68	100	
My superiors don't just issue orders; they also work with and through us.	Disagree	12	17.6	3.15
	Neutral	36	52.9	
	Agree	18	26.5	
	strongly agree	2	29.9	
	Total	68	100	
The staff at my company is urged by my superiors to grow personally	Disagree	29	42.6	2.76
	Neutral	26	38.2	
	Agree	13	19.1	
	Total	68	100	
My leaders appreciate what I accomplish and my effort.	Strongly disagree	1	1.5	2.85
	Disagree	27	39.7	
	Neutral	22	32.4	
	Agree	17	25	

	strongly agree	1	1.5	
	Total	68	100	
My supervisor aides me in discovering the purpose of my employment	Strongly disagree	6	8.8	2.74
	Disagree	21	30.9	
	Neutral	27	39.7	
	Agree	13	19.1	
	strongly agree	1	1.5	
	Total	68	100	
The staff is encouraged by my superiors to approach old problems in innovative and different ways.	Disagree	14	20.6	3.12
	neutral	32	47.1	
	agree	22	32.4	
	Total	68	100	
Overall Mean				3.08

Source: Own Survey, 2023

Based on the table, the respondents were asked to rate their level of agreement or disagreement with statements related to management style at the Ethio telecom. The overall mean score for all the statements is 3.08, which falls under the "moderate" category according to Zaidaton & Bagheri's (2009) interpretation of the mean score.

Specifically, for the statement "My leaders make others feel good to be around him/her," the majority of respondents disagreed (50.0%) with the statement. A significant percentage of respondents were either neutral (19.1%) or agreed (23.5%) or strongly agreed (7.4%) with this statement, with a mean score of 2.88, which is considered moderate.

For the statement "My superiors don't just issue orders; they also work with and through us," the majority of respondents were either neutral (52.9%) or agreed (26.5%) or strongly agreed (29.4%) with this statement. A small percentage of respondents disagreed (17.6%) with this statement, with a mean score of 3.15, which is considered moderate.

For the statement "The staff at my company is urged by my superiors to grow personally," the majority of respondents either disagreed (42.6%) or were neutral (38.2%) with this statement. A small percentage of respondents agreed (19.1%) with this statement, with a mean score of 2.76, which is considered moderate.

For the statement "My leaders appreciate what I accomplishment and my effort," the majority of respondents either disagreed (39.7%) or were neutral (32.4%) with this statement. A significant percentage of respondents agreed (25.0%) or strongly agreed (1.5%) with this statement, with a mean score of 2.85, which is considered moderate.

For the statement "My supervisor aides me in discovering the purpose of my employment," the majority of respondents either disagreed (30.9%) or were neutral (39.7%) with this statement. A small percentage of respondents agreed (19.1%) or strongly agreed (1.5%) with this statement, with a mean score of 2.74, which is considered moderate.

For the statement "The staff is encouraged by my superiors to approach old problems in innovative and different ways," the majority of respondents were either neutral (47.1%) or agreed (32.4%) with this statement. A small percentage of respondents disagreed (20.6%) with this statement, with a mean score of 3.12, which is considered moderate.

Overall, the results suggest that the respondents have a moderate level of agreement with the statements related to leadership and personal growth at Ethio telecom, with a majority being neutral or agreeing with the statements, but a notable percentage disagreeing with some of them.

Table.4.11.Team work

Items	Level Agreement Disagreement	of or	Frequency	Percent	Mean
Teamwork pushes employees to increase their knowledge and skill sets.	Neutral		14	20.6	4.21
	Agree		26	38.2	
	strongly agree		28	41.2	
	Total		68	100	

Employees who work in teams are recognized and rewarded by their managers.	Disagree	2	2.9	3.68
	Neutral	25	36.8	
	Agree	34	50	
	strongly agree	7	10.3	
	Total	68	100	
An employee's effectiveness increases when they work in teams.	Neutral	18	26.5	4.04
	Agree	29	42.6	
	strongly agree	21	30.9	
	Total	68	100	
Each team member has an equal opportunity to participate in activities that will help them gain confidence and competence.	Disagree	8	11.8	3.9
	Neutral	12	17.6	
	Agree	27	39.7	
	strongly agree	21	30.9	
	Total	68	100	
work pressure is evenly dispersed across team members in order to execute the jobs effectively and efficiently	Strongly disagree	1	1.5	3.59
	Disagree	8	11.8	
	Neutral	23	33.8	
	Agree	22	32.4	
	strongly agree	14	20.6	
	Total	68	100	
A task is completed in the shortest amount of time when it is team worked.	Neutral	14	20.6	4.19
	Agree	27	39.7	
	strongly agree	27	39.7	
	Total	68		
Overall Mean				3.93

Source: Own Survey, 2023

Based on the table, the respondents were asked to rate their level of agreement or disagreement with statements related to teamwork and at the telecom. The overall mean score for all the statements is 3.93, which falls under the "high" category according to Zaidaton & Bagheri's (2009) interpretation of the mean score.

Specifically, for the statement "Teamwork pushes employees to increase their knowledge and skill sets," the majority of respondents either agreed (38.2%) or strongly agreed (41.2%) with this statement. A small percentage of respondents were neutral (20.6%) with this statement, with a mean score of 4.21, which is considered high.

For the statement "Employees who work in teams are recognized and rewarded by their managers," the majority of respondents either agreed (50.0%) or strongly agreed (10.3%) with this statement. A small percentage of respondents were either neutral (36.8%) or disagreed (2.9%) with this statement, with a mean score of 3.68, which is considered moderate.

For the statement "An employee's effectiveness increases when they work in teams," the majority of respondents either agreed (42.6%) or strongly agreed (30.9%) with this statement. A significant percentage of respondents were neutral (26.5%) with this statement, with a mean score of 4.04, which is considered high.

For the statement "Each team member has an equal opportunity to participate in activities that will help them gain confidence and competence," the majority of respondents either agreed (39.7%) or strongly agreed (30.9%) with this statement. A small percentage of respondents were either neutral (17.6%) or disagreed (11.8%) with this statement, with a mean score of 3.9, which is considered moderate.

For the statement "Work pressure is evenly dispersed across team members in order to execute the jobs effectively and efficiently," the majority of respondents either agreed (32.4%) or strongly agreed (20.6%) with this statement. A significant percentage of respondents were either neutral (33.8%) or disagreed (11.8%) or strongly disagreed (1.5%) with this statement, with a mean score of 3.59, which is considered moderate.

For the statement "A task is completed in the shortest amount of time when it is team worked," the majority of respondents either agreed (39.7%) or strongly agreed (39.7%) with this statement. A small percentage of respondents were neutral (20.6%) with this statement, with a mean score of 4.19, which is considered high.

Overall, the results suggest that the respondents have a high level of agreement with the statements related to teamwork and recognition at ethio telecom, with a majority either agreeing or strongly agreeing with the statements, and a small percentage being neutral or disagreeing with some of them.

Table.4.12.Indirect rewards

Items	Level of Agreement or Disagreement	Frequency	Percent	Mean
The telecoms reward program provides equal treatment to all employees.	Strongly disagree	3	4.4	3.09
	Disagree	9	13.2	
	Neutral	38	55.9	
	Agree	15	22.1	
	strongly agree	3	4.4	
	Total	68	100	
The telecom has a medical scheme that is regarded as adequate.	Strongly disagree	2	2.9	3.06
	Disagree	15	22.1	
	Neutral	30	44.1	
	Agree	19	27.9	
	strongly agree	2	2.9	
	Total	68	100	
The telecom's numerous benefits improve employee quality of life and encourage employees to work there longer.	Strongly disagree	1	1.5	2.85
	Disagree	20	29.4	
	Neutral	36	52.9	
	Agree	10	14.7	
	strongly agree	1	1.5	
	Total	68	100	
Ethio telecom has insurance scheme that can enhance	Strongly disagree	2	2.9	3.24
	Disagree	15	22.1	

employee performance	Neutral	22	32.4	
	Agree	23	33.8	
	strongly agree	6	8.8	
	Total	68	100	
The telecom offers a scholarship program that can boost worker performance.	Strongly disagree	16	16.1	2.51
	disagree	11	12.6	
	neutral	31	50.6	
	agree	10	15.5	
	Total	68	100	
Overall Mean				2.95

Source: Own Survey, 2023

Based on the table, the respondents were asked to rate their level of agreement or disagreement with statements related to indirect reward at Ethio telecom. The overall mean score for all the statements is 2.95, which falls under the "low" category according to Zaidaton & Bagheri's (2009) interpretation of the mean score.

Specifically, for the statement "The telecoms reward program provides equal treatment to all employees.," the majority of respondents were either neutral (55.9%) or disagreed (17.6%) with this statement. A small percentage of respondents either agreed (22.1%) or strongly disagreed (4.4%) or strongly agreed (4.4%) with this statement, with a mean score of 3.09, which is considered low.

For the statement "The telecom has a medical scheme that is regarded as adequate.," the majority of respondents were either neutral (44.1%) or disagreed (22.1%) with this statement. A significant percentage of respondents either agreed (27.9%) or strongly disagreed (2.9%) or strongly agreed (2.9%) with this statement, with a mean score of 3.06, which is considered low.

For the statement "The telecom's numerous benefits improve employee quality of life and encourage employees to work there longer." the majority of respondents were either neutral (52.9%) or disagreed (29.4%) with this statement. A small percentage of respondents either agreed (14.7%) or strongly

disagreed (1.5%) or strongly agreed (1.5%) with this statement, with a mean score of 2.85, which is considered low.

For the statement "Ethio telecom has insurance scheme that can enhance employee performance," the majority of respondents were either neutral (32.4%) or disagreed (22.1%) with this statement. A significant percentage of respondents either agreed (33.8%) or strongly disagreed (2.9%) or strongly agreed (8.8%) with this statement, with a mean score of 3.24, which is considered low.

For the statement "The telecom offers a scholarship program that can boost worker performance.," the majority of respondents were either neutral (50.6%) or disagreed (28.7%) with this statement. A small percentage of respondents either agreed (15.5%) or strongly disagreed (16.1%) or disagreed (12.6%) with this statement, with a mean score of 2.51, which is considered low.

Overall, the results suggest that the respondents have a low level of agreement with the statements related to the indirect rewards and employee well-being at Ethio telecom, with a majority being neutral or disagreeing with the statements, and only a small percentage agreeing or strongly agreeing with some of them.

Table4.13. Job security

Items	Level of Agreement or Disagreement	Frequency	Percent	Mean
I can state that the HB motivating strategy helped me in reducing my lateness and absences.	Disagree	22	32.4	2.78
	Neutral	39	57.4	
	Agree	7	10.3	
	Total	68	100	
I saw that there is a lower degree of employee turnover as a result of ethio telecom incentive practices.	Disagree	12	17.6	2.85
	Neutral	54	79.4	
	Agree	2	2.9	
	Total	68	100	

Because of the company's motivating strategy, I've been more inclined to put in extra hours at work.	Disagree	20	29.4	2.9
	Neutral	36	52.9	
	Agree	11	16.2	
	strongly agree	1	1.5	
	Total	68	100	
I believe that HB motivating strategy motivated me to complete my work according to the standards and increase the speed at which I provide services.	Disagree	9	13.2	2.96
	Neutral	53	77.9	
	Agree	6	8.8	
	Total	68	100	
As the motivational practice has grown, my job performance evaluation score has improved.				3.04
	Disagree	20	29.4	
	Neutral	25	36.8	
	Agree	23	33.8	
	Total	68	100	
	Disagree	10	14.7	
In general, the company's motivating techniques improved my dedication, expertise, effectiveness, and overall performance.	Neutral	34	50	3.21
	agree	24	35.3	
	Total	68		
Overall Mean				2.96

Source: Own Survey, 2023

Based on the table, the respondents were asked to rate their level of agreement or disagreement with statements related to Ethio telecom motivating strategy and its impact on their performance. The overall mean score for all the statements is 2.96, which falls under the "low" category according to Zaidaton & Bagheri's (2009) interpretation of the mean score.

Specifically, for the statement "I can state that the HB motivating strategy helped me in reducing my lateness and absences," the majority of respondents were either neutral (57.4%) or disagreed (32.4%) with this statement. Only a small percentage of respondents agreed (10.3%) with this statement, with a mean score of 2.78, which is considered low.

For the statement "I saw that there is a lower degree of employee turnover as a result of ethio telecom incentive practices.," the majority of respondents were either neutral (79.4%) or disagreed (17.6%) with this statement. Only a very small percentage of respondents agreed (2.9%) with this statement, with a mean score of 2.85, which is considered low.

For the statement "Because of the company's motivating strategy, I've been more inclined to put in extra hours at work.," the majority of respondents were either neutral (52.9%) or disagreed (29.4%) with this statement. Only a small percentage of respondents either agreed (16.2%) or strongly agreed (1.5%) with this statement, with a mean score of 2.9, which is considered low.

For the statement "I believe that HB motivating strategy motivated me to complete my work according to the standards and increase the speed at which I provide services," the majority of respondents were either neutral (77.9%) or disagreed (13.2%) with this statement. Only a small percentage of respondents agreed (8.8%) with this statement, with a mean score of 2.96, which is considered low.

For the statement "As the motivational practice has grown, my job performance evaluation score has improved," the majority of respondents were either neutral (36.8%) or disagreed (29.4%) with this statement. A significant percentage of respondents either agreed (33.8%) or strongly disagreed (14.7%) with this statement, with a mean score of 3.04, which is considered low.

For the statement " In general, the company's motivating techniques improved my dedication, expertise, effectiveness, and overall performance," the majority of respondents were either neutral (50%) or agreed (35.3%) with this statement. A small percentage of respondents disagreed (14.7%) with this statement, with a mean score of 3.21, which is considered moderate.

Overall, the results suggest that the respondents have a low level of agreement with the statements related to Ethio telecom motivating strategy and its impact on their performance, with a majority being neutral or disagreeing with the statements, and only a small percentage agreeing with some of them.

Table4.14.Employee's performance

Items	Level of Agreement or Disagreement	Frequency	Percent	Mean
I can state that Ethio telecom motivating strategy helped me in reducing my lateness and absences.	Disagree	22	32.4	2.78
	Neutral	39	57.4	
	Agree	7	10.3	
	Total	68	100	
I saw that there is a lower degree of employee turnover as a result of ethio telecom incentive practices.	Disagree	12	17.6	2.85
	Neutral	54	79.4	
	Agree	2	2.9	
	Total	68	100	
Because of the company's motivating strategy, I've been more inclined to put in extra hours at work.	Disagree	20	29.4	2.9
	Neutral	36	52.9	
	Agree	11	16.2	
	strongly agree	1	1.5	
	Total	68	100	
I believe that HB motivating strategy motivated me to complete my work according to the standards and increase the speed at which I provide services.	Disagree	9	13.2	2.96
	Neutral	53	77.9	
	Agree	6	8.8	
	Total	68	100	
As the motivational practice has grown, my job performance evaluation score has improved.				3.04
	Disagree	20	29.4	
	Neutral	25	36.8	

	Agree	23	33.8	
	Total	68	100	
	Disagree	10	14.7	
In general, the company's motivating techniques improved my dedication, expertise, effectiveness, and overall performance.	Neutral	34	50	3.21
	agree	24	35.3	
	Total	68		
Overall Mean				2.96

Source: Own Survey, 2023

Based on the table, the respondents were asked to rate their level of agreement or disagreement with statements related to Ethio telecom motivating strategy and its impact on their performance. The overall mean score for all the statements is 2.96, which falls under the "low" category according to Zaidaton & Bagheri's (2009) interpretation of the mean score.

Specifically, for the statement "I can state that the HB motivating strategy helped me in reducing my lateness and absences," the majority of respondents were either neutral (57.4%) or disagreed (32.4%) with this statement. Only a small percentage of respondents agreed (10.3%) with this statement, with a mean score of 2.78, which is considered low.

For the statement "I saw that there is a lower degree of employee turnover as a result of ethio telecom incentive practices.," the majority of respondents were either neutral (79.4%) or disagreed (17.6%) with this statement. Only a very small percentage of respondents agreed (2.9%) with this statement, with a mean score of 2.85, which is considered low.

For the statement "Because of the company's motivating strategy, I've been more inclined to put in extra hours at work.," the majority of respondents were either neutral (52.9%) or disagreed (29.4%) with this statement. Only a small percentage of respondents either agreed (16.2%) or strongly agreed (1.5%) with this statement, with a mean score of 2.9, which is considered low.

For the statement "I believe that HB motivating strategy motivated me to complete my work according to the standards and increase the speed at which I provide services," the majority of respondents were

either neutral (77.9%) or disagreed (13.2%) with this statement. Only a small percentage of respondents agreed (8.8%) with this statement, with a mean score of 2.96, which is considered low.

For the statement "As the motivational practice has grown, my job performance evaluation score has improved," the majority of respondents were either neutral (36.8%) or disagreed (29.4%) with this statement. A significant percentage of respondents either agreed (33.8%) or strongly disagreed (14.7%) with this statement, with a mean score of 3.04, which is considered low.

For the statement " In general, the company's motivating techniques improved my dedication, expertise, effectiveness, and overall performance," the majority of respondents were either neutral (50%) or agreed (35.3%) with this statement. A small percentage of respondents disagreed (14.7%) with this statement, with a mean score of 3.21, which is considered moderate.

Overall, the results suggest that the respondents have a low level of agreement with the statements related to Ethio telecom motivating strategy and its impact on their performance, with a majority being neutral or disagreeing with the statements, and only a small percentage agreeing with some of them.

4.4.Result of Regression Assumptions Tests of the study

4.4.1.Multicollinearity Test Result of the Study

Multicollinearity exists when there is too highly correlation between two or more predictors in a regression model. Multicollinearity poses a problem only for multiple regressions because it involves more than two predictors. Perfect Collinearity exists when at least one predictor is a Perfect linear combination of the others. According to different statistical books, one way of identifying Multicollinearity is to scan the correlation matrix of all of the predictor variables.

Another method is to produce a Collinearity diagnostic with the use of SPSS, and one of which is the variance inflating factor (VIF). The VIF indicates whether a predictor has strong linear relationship with the other predictor(s). Although there are no hard and fast rules about what value of the VIF should be a cause for concern, (Gujarati, 2004) suggests that value of less than 10 is good value and he suggest that if the average VIF is greater than 1 then there is no Multicollinearity in the regression model.

Table 4.15 Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
JR	.757	1.322
MS	.604	1.655
TW	.615	1.625
JS	.494	2.026
IR	.365	2.743
FR	.680	1.471
a. Dependent Variable: EMPLOYEEPERFORMANCE		

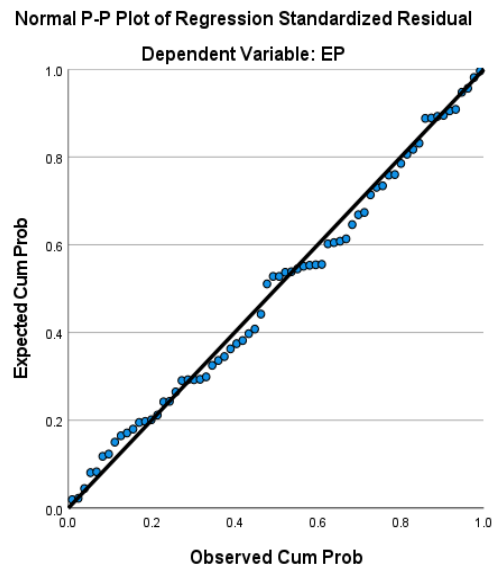
Source: Own Survey, 2023

In this study as indicated in Table 4.16, the Variance inflation factors (VIFs) for the independent variables included in the regression equation is greater than 1 and less than 10. For tolerance statistics, values above 0.1 and below 1 are worthy of concern. Considering the regression model for this study the tolerance statistics values are greater than 0.1 and below 1 for all predictors as indicated in tables 4.16 as such no Multicollinearity is observed in this model.

4.4.2. Normality Test Result of the study

Distribution of the data is another issue in this research, whether it is normal or not. Graphical methods, such as histograms and normality plots, can be conducted to provide a visual inspection of the normal distribution of a data set prior to further interpretation of the regression analysis. A useful graph that we can inspect to see if a distribution is normal called a P–P plot (probability–probability- plot). The normal probability plots were used to test the normality of data. It is comparatively simple graphical device to study the shape of the probability density function (PDF) of a random variable is the normal probability plot (NPP).It uses values of the variable of interest on the horizontal axis and the expected value of this variable on the vertical axis. If the fitted line in the NPP is approximately a straight line, one can conclude that the variable of interest is normally distributed

Figure 4.1 Normal p-p plot of Regression Standardize Residual



Source: Own Survey, 2023

Hence, Figure 4.1 indicated that residuals from the research model regression are approximately normally distributed, because a straight line gives the impression to fit the data reasonably well.

Histograms can provide important information about the shape of a distribution. If most of the scores are gathered around the middle of the continuum and a gradual, symmetric decrease of frequency on either side of the center score occurs, it is considered a normal distribution.

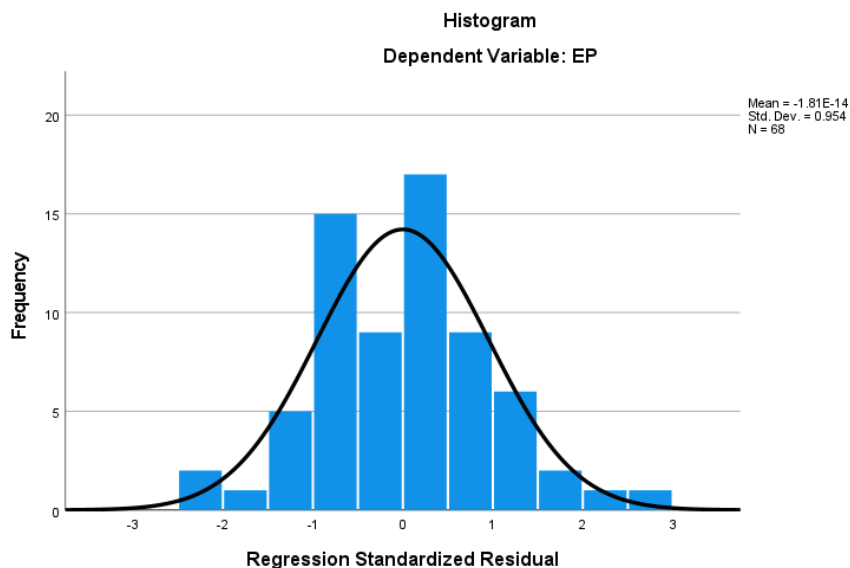


Figure 4. 2 Histogram

Source: own survey, 2023

Though no distribution can be considered „perfect“, as most of the scores are gathered around the middle of the continuum and histogram is a bell-shaped, it is considered a normal distribution.

4.4.3. Homoscedasticity Test

If the scatter plot does not display any discernible pattern and the data points are scattered randomly, it indicates that the data has homoscedasticity. The absence of any specific pattern in the scatter plot, as can be seen in figure 4-2, suggests that the regression model satisfies the homoscedasticity assumption

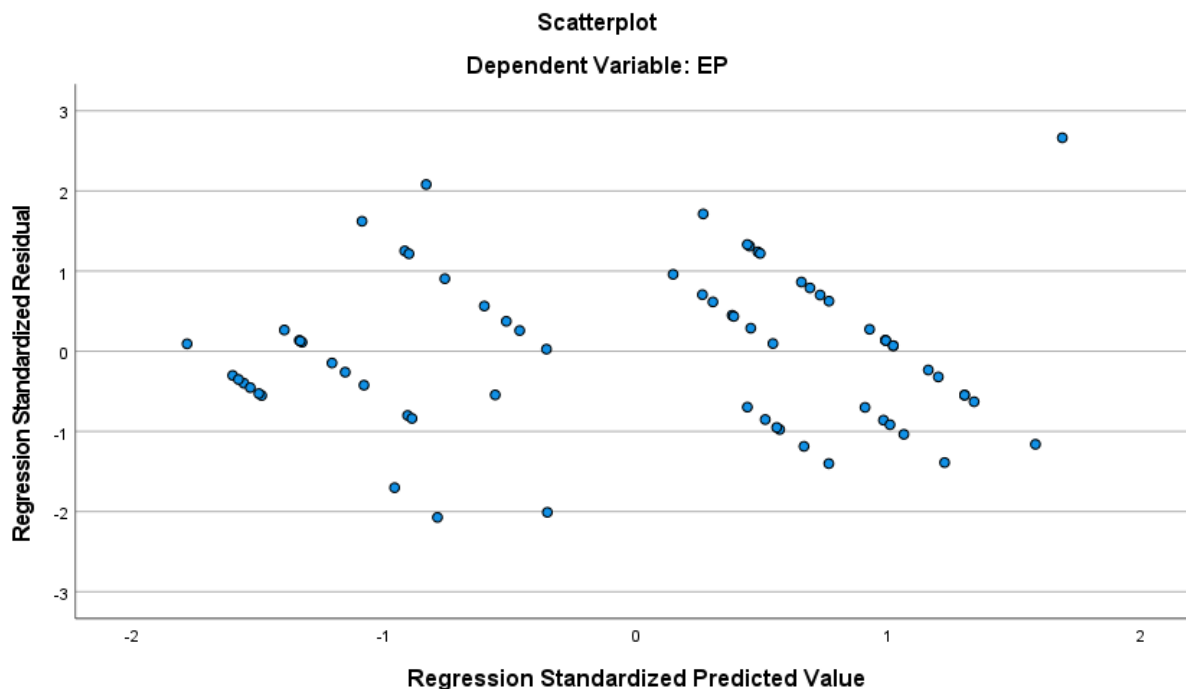


Figure.4.3.Homoscedasticity Test

4.4.4.Independence of Errors Test Result of the Study

This assumption refers to that errors in regression are independent; this assumption is likely to be met if the Durbin–Watson statistic is close to 2 and between 1.5 and 2.5 (Field, 2009). The Durbin– Watson statistic test for this study found to be 1.660 which indicate the assumption of independence of errors is met.

4.5. Regression Analysis

Regression model was applied to test how far the motivational package variables had affected employee performance. Coefficient of determination R²(R Square) is the measure of proportion of the variance of dependent variable about its mean that is explained by the independent or predictor variables (Hair et.al, 1998). Higher value of R² represents greater explanatory power of the regression equation. To know about the impact of the individual factors of the motivational packages on the employee's performance multiple regressions was run and the variables included for this study are: Job security(JS),Job rotation(JR),Financial reward(FR),Management style(MS),Team work(TW),Indirect reward(IR) and Employee's performance(EP).

Thus, the model will be:

$$Y = \beta_0 + \beta_1(x_1) + \beta_2(x_2) + \beta_3(x_3) + \beta_4(x_4) + \beta_5(x_5) + \beta_6(x_6) + u$$

$$EP = \beta_0 + \beta_1(JS) + \beta_2(JR) + \beta_3(FR) + \beta_4(MS) + \beta_5(TW) + \beta_6(IR) + u$$

Y=dependent variable

β_0 = is the intercept term- it gives the average value of Y when the stated independent variables are set equal zero.

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7$ = the coefficient of independent variables which measures the change in the mean values of dependent variable, per unit change in their respective independent variables.

X₁, X₂, X₃, X₄, X₅, X₆, X₇ = the motivational packages, independent variables u = error term

EP= Employees Performance, dependent variable.

Table 4.16. Regress independent variables on employee's performance

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.916 ^a	.839	.824	.16436	1.660

a. Predictors: (Constant), JR,MS,TW,JS,IR,FR

b. Dependent Variable: EP

The table shows the results of a regression analysis with one dependent variable (EP) and six independent variables (JR,MS,TW,JS,IR,FR).

The R value of 0.916 indicates a strong positive linear relationship between the dependent variable and

the independent variables. This means that as the values of the independent variables increase, the value of the dependent variable also tends to increase.

The R-squared value of 0.839 indicates that approximately 84% of the variability in the dependent variable can be explained by the independent variables in the model. This suggests that the model is a good fit for the data and is capable of explaining a significant proportion of the variability in the dependent variable.

The adjusted R-squared value of 0.824 takes into account the number of independent variables in the model and adjusts the R-squared value accordingly. It suggests that the model still explains a significant amount of the variability in the dependent variable even after accounting for the number of independent variables used in the model.

4.6. ANOVA

Table 4.17 ANOVA

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	8.609	6	1.435	53.109	.000 ^b
	Residual	1.648	61	.027		
	Total	10.257	67			

a. Dependent Variable: EP

b. Predictors: (Constant), JR,MS,TW,JS,IR,FR

F-test is used to test the impact of overall explanatory power of the whole model, or the joint effect of all explanatory variables as a group. (i.e. testing the overall performance of the regression coefficients). It measures the statistical significance of the entire regression equation rather than each individual coefficient as the beta value is designed to do. The greater the value of F-statistics, then or confident the researcher would be that variables included in the model have together a significant effect on the dependent variable, and the model has a high explanatory power. From the ANOVA table 4.18, it is identified that the value of F-statistics is 53.109 and is significant as the level of significance is less than 5% ($p < 0.05$). This indicates that the overall model was reasonable fit and there was a statistically significant association between independent variables (Job security(JS),Job rotation(JR),Financial reward(FR),Management style(MS),Team work(TW),Indirect reward(IR) and Employee's performance(EP).

Table 4.18 Regression of motivational package variables on employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.181	.190		-.949	.346
	JR	.094	.043	.127	2.153	.035
	MS	.145	.063	.151	2.293	.025
	TW	.195	.041	.309	4.715	.000
	JS	.250	.062	.294	4.022	.000
	IR	.176	.081	.185	2.173	.034
	FR	.183	.065	.176	2.826	.006

a. Dependent Variable: EP

4.7. Pearson Correlation Analysis

In determining the strength of the relationship based on Pabachnic and Fidell, (2007), the value of the coefficient of correlation between 0 & 1 are interpreted as follows; $r = .10$ to $.29$ or $r = -.10$ to $-.29$ weak, $r = .30$ to $.49$ or $r = -.30$ to $-.49$ moderate and $r = .50$ to 1 or $r = -.50$ to -1 strong. The correlation analysis of the table 4.15 below shows that there is strong positive and moderate positive relationship or correlation between motivational package variables and employees performance. Job rotation and employees performance ($r = 0.539$, $p < 0.05$) has strong positive correlation, management style and employees performance ($r = 0.630$, $P < 0.05$) has strong positive correlation, team work and employees performance ($r = 0.693$, $P < 0.05$) has strong positive correlation, job security and employees performance ($r = 0.767$, $p < 0.05$) has strong positive correlation, indirect reward and employees performance ($r = 0.781$, $p < 0.05$) has strong positive correlation, financial reward and employees performance ($r = 0.523$, $p < 0.05$) has strong positive correlation.

Table 4.19 Pearson Correlation Analysis

Correlations

		JR	MS	TW	JS	IR	FR	EP
JR	Pearson Correlation	1	.364**	.379**	.370**	.430**	.295*	.539**
	Sig. (2-tailed)		.002	.001	.002	.000	.015	.000
	N	68	68	68	68	68	68	68
MS	Pearson Correlation	.364**	1	.343**	.502**	.601**	.388**	.630**
	Sig. (2-tailed)	.002		.004	.000	.000	.001	.000
	N	68	68	68	68	68	68	68
TW	Pearson Correlation	.379**	.343**	1	.541**	.526**	.162	.693**
	Sig. (2-tailed)	.001	.004		.000	.000	.187	.000
	N	68	68	68	68	68	68	68
JS	Pearson Correlation	.370**	.502**	.541**	1	.662**	.348**	.767**
	Sig. (2-tailed)	.002	.000	.000		.000	.004	.000
	N	68	68	68	68	68	68	68
IR	Pearson Correlation	.430**	.601**	.526**	.662**	1	.533**	.781**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	68	68	68	68	68	68	68
FR	Pearson Correlation	.295*	.388**	.162	.348**	.533**	1	.523**
	Sig. (2-tailed)	.015	.001	.187	.004	.000		.000
	N	68	68	68	68	68	68	68
EP	Pearson Correlation	.539**	.630**	.693**	.767**	.781**	.523**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	68	68	68	68	68	68	68

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

*. Correlation is significant at the 0.05 level (2-tailed).

The unstandardized coefficients (B) indicate the change in the dependent variable for every one-unit change in the independent variable.

The results show that for every one-unit increase in JR, the value of EP is expected to increase by 0.094, holding all other independent variables constant. Similarly, for every one-unit increase in MS, the value of EP is expected to increase by 0.145, holding all other independent variables constant.

For every one-unit increase in TW, the value of EP is expected to increase by 0.195, holding all other independent variables constant. For every one-unit increase in JS, the value of EP is expected to increase by 0.250, holding all other independent variables constant. For every one-unit increase in IR, the value of EP is expected to increase by 0.176, holding all other independent variables constant. Lastly, for every one-unit increase in FR, the value of EP is expected to increase by 0.183, holding all other independent variables constant.

Thus, the results suggest that all six independent variables have a positive effect on the dependent variable and are significant predictors of EP. However, the magnitude of the effect varies across the different independent variables, with TW, JS, and MS having the largest effects and JR, IR, and FR having comparatively smaller effects.

4.8. Hypothesis testing

It is based on standardized coefficients beta and P-value to test whether the hypotheses are rejected or not.

H1: Job rotation has positive relation and significant effect on employee performance. The results of the regression analysis suggest that job rotation (JR) has a positive and significant effect on employee performance (EP), with a standardized coefficient of 0.127 and a p-value of 0.035. This finding is in line with the literature on job rotation and its impact on employee performance.

For instance, a study by Elnaga and Imran (2014) found that job rotation has a positive impact on employee performance, job satisfaction, and motivation. Similarly, a study by Wu and Lo (2009) found that job rotation can enhance employees' job knowledge, skills, and abilities, leading to improved job performance.

H2: Management style has positive relation and significant effect on employee performance. The results of the regression analysis also suggest that Management style (MS) has a positive and significant effect

on employee performance (EP), with a standardized coefficient of 0.151 and a p-value of 0.025. This finding is consistent with previous research on the importance of management style in enhancing employee performance.

For example, a study by Kluger and DeNisi (1996) found that management style can have a significant impact on employee performance, particularly when it is specific and timely. Similarly, a study by Sturman and Trevor (2001) found that it can enhance employee motivation and performance, especially when it is perceived as fair and accurate.

H3: Team work has positive relation and significant effect on employee performance. The results of the regression analysis support the hypothesis that task variety (TW) has a positive and significant effect on employee performance (EP), with a standardized coefficient of 0.309 and a p-value of 0.000. This finding is consistent with previous research on the importance of task variety in enhancing employee performance.

For example, a study by Hackman and Oldham (1976) found that job enrichment, which includes increasing task variety, can lead to improved job satisfaction and performance. Additionally, a study by Parker and Wall (1998) found that task variety can enhance employee motivation and job satisfaction, leading to improved job performance.

H4: Job security has positive relation and significant effect on employee performance. The results of the regression analysis support the hypothesis that job significance (JS) has a positive and significant effect on employee performance, with a standardized coefficient of 0.294 and a p-value of 0.000. This finding is consistent with previous research on the importance of job significance in enhancing employee performance.

For example, a study by Hackman and Oldham (1976) found that increasing job significance, which includes making employees feel that their work is important and meaningful, can lead to improved job satisfaction and performance. Similarly, a study by Locke and Latham (2002) found that setting challenging and significant goals can enhance employee performance.

H5: Indirect reward has positive relation and significant effect on employee performance. The result shows that Indirect reward (IR) have a positive and significant effect on employee performance (EP), with a standardized coefficient of 0.185 and a p-value of 0.034. This finding suggests that providing

indirect reward to employees can enhance their performance on the job.

Research has suggested that indirect rewards, such as health insurance, retirement plans, and paid time off, can be important factors in attracting and retaining employees, as well as enhancing their job satisfaction and motivation (e.g., Milkovich & Newman, 2013). However, the specific types of indirect rewards that are most effective in enhancing employee performance may vary depending on the organization and the needs and preferences of its employees.

H6: Financial reward has positive relation and significant effect on employee performance. The results of the regression analysis suggest that Financial reward (FR) has a positive and significant effect on employee performance (EP), with a standardized coefficient of 0.176 and a p-value of 0.006. This finding is consistent with previous research on the importance of motivation in enhancing employee performance.

For example, a study by Latham and Pinder (2005) found that setting specific and challenging goals can enhance employee motivation and performance. Similarly, a meta-analysis by Colquitt et al. (2000) found that motivation is a key predictor of job performance.

The multiple regression results showed that all the independent motivational variables such Job Security, Job Rotation, Financial reward, Management style, Team Work and Indirect reward have positive relation and significant effect on the dependent variable (employee performance).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.Overview

This chapter presents the summary of research findings on each research objective, conclusion on the findings, recommendations is also drawn as well as demarcating limitation of the study.

5.1.SUMMARY OF RSEARCH FINDINGS

The study was intended to investigate the effect of motivation on employee performance; the case of Ethio telecom at Jemo shop in Addis Ababa district city based on the questionnaire consisting of 68. The results of back ground information of respondents indicated that majority of the total respondents (61.8%) are male, the major designation group were (33.8%) are officer grade, and (39,7%) of the respondents were have been worked with the bank for above 6 years which takes the majority. The majority (38.2%) are between the age of 21 and 25.(39.7%) are bachelor degree holders. The items included in the rating scale were grouped in to six dimensions these are Job Security, Job Rotation, Financial reward, Management style, Team Work and Indirect reward on employee's performance .

The results of the descriptive statistical analysis indicated that most of the respondents are moderate for the motivational packages or variables and the motivational packages has a major impact on the performance of employees by linking the individual or employee's need (goal) with organizational goals. Employees exert week performance for week motivational packages, moderate performance for moderate motivational packages and their best performance for strong and attractive motivational packages. Therefore, Ethio telecom needs to work on these motivational packages such as Job Security, Job Rotation, Financial reward, Management style, Team Work and Indirect reward on employee's performance continuously to create customer satisfaction and delight which is the bottom line of organizational success and prosperity by making the motivational packages strong and attractive that satisfies, motivate and retain its staffs,

The finding of the correlation analysis showed that there is a positive strong correlation between employees' motivational variables such as Job Security, Job Rotation, Financial reward, Management style, Team Work and Indirect reward and employee performance. From the R square value it is shown that 83.9% of variation in employee performance is explained by the independent variables. In other word The R square value of 0.839, demonstrates that 83.9% of variation in employee performance can

be explained by the independent variables (Job Security, Job Rotation, Financial reward, Management style, Team Work and Indirect reward on employee's performance) that were included in this study.

The multiple regression results showed that all the independent motivational variables such Job Security, Job Rotation, Financial reward, Management style, Team Work and Indirect reward have positive relation and significant effect on the dependent variable (employee performance).

5.2. Conclusion

The following conclusions were made based on the specific objectives of the study. Individual personnel working for an organization can improve their working performance or complete tasks far better than they typically do by using motivation as a catalyst. The general objective of this study was to analyze effect of motivation on employee performance; the case of Ethio teleco at Jemo branch in south west district of Addis Ababa. The study analyzed the effect of Job Security, Job Rotation, Financial reward, Management style, Team Work and Indirect reward on employee's performance.

The study in general showed that all the independent motivational variables included in this study such as Job Security, Job Rotation, Financial reward, Management style, Team Work and Indirect reward on employee's performance have positive relation and significant effect on employee performance (dependent variable).

As table 4.19 revealed the Pearson Coefficient result indicated that there is a strong positive relationship ($r = .539$, $P < 0.05$) between job rotation and employee performance. In addition table 4.18.also revealed that job rotation have positive relation and significant effect on employee performance with a beta value ($\beta = 0.127$, $\text{sig}=.035$), at 95% confidence level ($P < 0.05$).

As indicated in table 4.19. management style have moderate positive relation with employee performance ($r = 0.630$, $P < 0.05$) and have significant effect on employee performance with a beta value ($\beta = 0.151$, $\text{sig}=.025$), at 95% confidence level ($P < 0.05$) as indicated in table 4.18. As table 4.19 showed team work have strong positive relation with employee performance ($r = 0.693$, $P < 0.05$) and have significant effect on employee performance with a beta value ($\beta = 0.309$, $\text{sig}=.000$), at 95% confidence level ($P < 0.05$) as showed . Similarly as table .4.19 showed job security have strong positive relation with employee performance ($r = 0.767$, $p < 0.05$) and have significant effect on employee performance with a beta value ($\beta = 0.294$, $\text{sig}=.000$), at 95% confidence level ($P < 0.05$) as showed in table 4.19.indirect reward also have strong positive relation with employee performance ($r = 0.781$, $p < 0.05$) as indicated in table 4.18 and have significant effect on employee performance with a beta value

(beta = 0.185, sig=.034), at 95% confidence level ($P < 0.05$) as indicated .

The financial reward as showed in table 4.19 have strong positive relation with employee performance ($r = 0.875$, $p < 0.05$) and have significant effect on employee performance with a beta value (beta = 0.176, sig=.006), at 95% confidence level ($P < 0.05$)

5.3. Recommendation

The study revealed that Ethio telecom employees were unhappy with present motivation package because of package inadequacy. Based on the findings and conclusions of the study, the researcher forwards the following recommendations.

The job security variable has positive relation and significant effect on employee performance therefore Ethio telecom needs to give the necessary attention on assuring its employees on their job security by giving them recognitions and rewards based on their performance so they can do their tasks well without stress and worrying about their future in the company.

Job rotation loan also have positive relation and significant effect on employee performance therefore the company is expected to give the necessary importance for employees rotation among different positions , responsibilities and to enhance employee performance.

As the financial reward have positive relation and significant effect on employee performance .Therefore , Ethio telecom should increase the salaries of its employees based on their salary scale by comparing to other compotator companies such as Safaricom and make an adjustment to different allowances and benefits.

Similarly management style have positive relation and significant effect on employee performance if it's well thought out and it is applied in a logical and organized way. Therefore the Ethio telecom is expected to give the necessary attention to it to increase employee performance.

Team work also have positive relation and significant effect on employee performance therefore the company needs to give due emphasis and work on building a successful team work within the employees by creating a harmonious working environment in order to enhance employee performance.

Indirect reward also have positive relation and significant effect on employee performance for this the company is expected to consider preparing different tayps of rewards such as vacations, training and scholarship opportunities to improve employee performance.

5.4. Suggestion for Further Research

This study is based done on Ethio telecom Jemo shop which is found Nifas Silk Lafto sub city found in south west district of Addis Ababa.

Based on this the researcher recommends the following for future researches:for other researches to study variables which are different and not included in this study based on the location and thse scale of the research.

To study the company in a wide scale(city or nation-wide) so that cross-regional similarities and differences can be studied and identified

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APENDEX

QUESTINORIES

Dear respondent, I am a student of S.T Mary's University. The purpose of this questionnaire is to look at the effect of motivation on employees' performance for the fulfillment of Master of Business Administration. I will be very grateful if you could take a few minutes to complete this questionnaire. Kindly answer the following questions by writing a brief answer statement or encircling as will be applicable. Thank you in advance for your assistance.

PART A

(Please Tick the right option, fill the right answer in a given space and circle the number representing your best level of agreement where

5= Strongly agree, 4=Agree,

3= Neither agree nor disagree, 2= Disagree, 1= Strongly disagree)

- Employee Gender

i) Male ☐

ii) Female ☐

Employee Age (Years)

I	<21	
Ii	21-25	
Iii	26-35	
Iv	36-45	
V	>45	

3. Employee designation/title

I	Administrator	
ii	Principal Officer	
iii	Senior Officer	
I	Officer Grade	
V	Operational	

4 Employee education level

- i) Postgraduate ()
- ii) Degree ()
- iii) Diploma ()
- iv) Others ()

5. Employee work experience

- i) Less than a year ()
- ii) 1-3 years ()
- iii) 4-6 years ()
- iv) Above 6 years ()

PART II: The following questions are presented on a five-point Likert scale.

If the item strongly matches with your response tick on column 5 (strongly agree), if you moderately agree on the idea tike on column 4 (agree), if you can't make up your mind on the point tike on column 3 (neutral), if you don't agree with the idea tike on column 2 (disagree) and if you completely disagree with the point tike on column 1 (strongly disagree). Please put a tick “√”inside the box with which you agree with.

What is your opinion for the following questions	Rating Scale				
Job Security	1	2	3	4	5
1. I feel safe and secure since I've been given comfort.					
2. This security makes me feel proud of my profession					
3. I feel secure in the workflow my leaders have established.					
4. I don't worry about losing my job.					
5. I am satisfied with the bank's overall job security.					
Job Rotation					
1. Job rotation boosts my self-confidence level.					
2. Job rotation minimizes employee work-related					

dissatisfaction.					
3. Job rotation enabled me to gain experienced in my field and prepares me for the next step.					
4. I will get a chance to be promoted because of job rotation.					
5. The use of rotation helps in determining which position is best for performing tasks efficiently and effectively for employee.					
6. Communicating with colleagues and supervisors from different jobs during job rotation is satisfactory					
Financial reward					
1. The bank's pay structure is fair.					
2. My current income enables me to fully focus on my work by meeting my basic needs.					
3. The periodic salary increment enhances my customer service to be more delightful.					
4. The basic salary I receive is reasonable in comparison to what other banks are paying.					
5. The housing, full, and telephone allowances that I receive are nearly to or similar to those of other banks allowances.					
6. I am satisfied with the annual profit bonuses provided by the bank to encourage its employees.					
Management style					
1. My leaders makes others feel good to be around him\her					
2. My superiors don't just issue orders; they also work with and through us.					
3. The staff at my bank is urged by my superiors to grow personally					
4. My leaders appreciate what I accomplishment and my effort.					
5. My supervisor aides me in discovering the purpose of my employment					
6. The staff is encouraged by my superiors to approach old problems in innovative and different ways.					

Team Work					
1. Teamwork pushes employees to increase their knowledge and skill sets.					
2. Employees who work in teams are recognized and rewarded by their managers.					
3. An employee's effectiveness increases when they work in teams.					
4. Each team member has an equal opportunity to participate in activities that will help them gain confidence and competence.					
5. work pressure is evenly dispersed across team members in order to execute the jobs effectively and efficiently					
6. A task is completed in the shortest amount of time when it is team worked.					
Indirect reward					
1. The bank's fringe benefit program provides equal treatment to all employees.					
2. The bank has a medical scheme that is regarded as adequate.					
3. The bank's numerous benefits improve employee quality of life and encourage employees to work there longer.					
4. The bank has insurance scheme that can enhance employee performance					
5. The bank offers a scholarship program that can boost worker performance.					
Employee Performance					
1. I can state that the HB motivating strategy helped me in reducing my lateness and absences.					
2. I saw that there is a lower degree of employee turnover as a result of the bank's incentive practices.					
3. Because of the bank's motivating strategy, I've been more inclined to put in extra hours at work.					
4. I believe that HB motivating strategy motivated me to complete my work according to the standards and increase the speed at which I provide services.					

5. As the motivational practice has grown, my job performance evaluation score has improved.					
6. In general, the Bank's motivating techniques improved my dedication, expertise, effectiveness, and overall performance.					