



**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS SCHOOL OF COMMERCE**

**The Effect of Reward Management Practices on Employee Motivation: The
Case of ethio telecom - Call Center**

**A Thesis Submitted in Partial Fulfillment for the Requirements of Master's
Degree in Human Resource Management**

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The Effect of Reward Management Practices on Employee Motivation: The Case
of ethio telecom - Call Center

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Statement of Declaration

I, Tewobsta Melke, declare that this study entitled “The Effect of Reward Management Practices on Employee Motivation: The Case of ethio telecom - Call Center” is my original work. I have carried out the present study independently with the guidance and support of the research advisor, Seifu M. (Mr.). I further confirm that this paper has never been submitted to any other university for any degree, or diploma program in this or any other institution. Finally, I declare that all source materials used in this research has been dully recognized and acknowledged.

Tewobsta Melke

Signature

Date

Statement of Certification

This is to certify that Tewobsta Melke has carried out her research work entitled “The Effect of Reward Management Practices on Employee Motivation: The Case of ethio telecom - Call Center” for the partial fulfillment of Master of Arts in Human Resource Management at Addis Ababa University School of commerce. This work is original, and it is suitable for submission of Master of Arts in Human Resource Management.

Confirmation by Advisor: _____

Seifu M. (Mr.)

Signature

Date

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Thank You!

Tewobsta Melke

List of Abbreviations and Acronyms

TPO:	Transformation Programme Office
HRM:	Human Resource Management
SPSS:	Statistical Package for Social Sciences
ANOVA:	Analysis of Variance

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Abstract

The purpose of the study was to examine the effects of reward management practice on employee motivation and how well the reward management practices which are payment, promotion recognition, benefits, work content and working conditions was helping to generate employee motivation in the case of ethio telecom call center. The main aim of this research was to find the relationship between reward management and employee motivation from contact center professionals of ethio telecom. Data for the study were gathered through questionnaire. A total of 293 questionnaires were distributed, out of which, 275 of them were returned. The collected data was entered into the Statistical Package for Social Sciences (SPSS) for analysis. Descriptive statistics such as mean and standard deviation were used to analyze the data. Regression analysis were used to test the relationship between the variables under study in relation to the objectives of the study. The result indicated there is a significant and positive relationship between all independent variables which are payment, promotion recognition, benefits, work content and working conditions and dependent variable employee motivation. These variables have positive influence on employee work motivation.

Key words: *Payment, Promotion, Recognition, Benefits, Work content, Working condition and Employee Motivation*

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Every organization's success mostly relies on the workforce its employees. Employees are the main and unique resource organizations deploy in realizations of their objectives and goals. In today's highly competitive and rapidly changing working environment, organizations need to acquire and retain the right number of competent employees to gain competitive advantage. In order to acquire and retain qualified personnel, organizations must unfold human resource system and human resource management practices that are capable enough to win the heart and mind of employee over competitors. Human resource management practices in place are the key determinants of whether workers believe that they are fairly treated, because they exert a major influence on work attitudes (Armstrong, 2009).

Now a days one of the most influential in organization are competitive advantage and core competence which is measured by the quality of employee they have, and an organization with fair and consistence human resource policy, strategy and practices, then employee feels loyalty and trustful for organization, which enables them to boost their commitment and motivation toward organization goals. As result the organization source of success is coming from talent, innovative and motivated employee.

Reward management is an important tool that management can use to channel employee motivation in desired ways. In other words, reward systems seek to attract people to join the organization and motivate them to perform to high levels. The reward system consists of all organization components including people processes rules and decision making activities involved in the allocation of compensation and benefits to employee in exchange for their contribution to the organization (Armstrong & Murlis, 2007)

Rewards management has gained increased importance especially in the current dynamic and competitive environment. This is because it enables organizations to recruit and maintain employees as well as to increase organizational productivity (Dalvi & Ibrahim, 2013). Datta

(2012) argues that many organizations consider employees as their main factor in creating organizational value and competitive advantage. As a result, it is important to maintain employees, create motivation and increase job productivity through diverse strategies like rewards. Therefore, it is necessary for companies to design reward systems based on employees' skills and capabilities as well as in accordance with the organizational goals to improve performance and motivation. (Dalvi & Ibrahim, 2013).

Employee motivation is the level of energy, commitment, and creativity that a company worker brings to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Also, motivation is an employee's intrinsic enthusiasm about and drive to accomplish activities related to work. Motivation is that internal drive that causes an individual to decide to act. An individual's motivation is influenced by biological, intellectual, social and emotional factors. As such, motivation is a complex, not easily defined, an intrinsic driving force that can also be influenced by external factors. (Walls & Ceilings, 2005).

The factors that enhance employee motivation are fair pay, incentives, special allowances, fringe benefits, leadership, encouragement, trust, respect, joint decision making, quality of supervision, adequate working relationships, appreciation, chances for growth, loyalty of organization, identification and fulfillment of their needs, recognition, empowerment, inspiration, importance attached to their job, safe working conditions, training and information availability and communication to perform action (Aguinis, 2009).

In general, in order to maximize the benefit from the performance of the employees, the employer must develop strategies to manage and improve their human resources so that they can perform their best. To create an effective strategy, the employer needs to understand that there are many factors that affect the employee's behavior within the organization. One of the key factors that have an impact on the performance of an individual in the organization is their motivation.

1.2 Statement of the problem

Currently, companies need to think and act globally aligning their strategy with the rapidly changing environment and the stiff competition on the most valuable resource. Competitor may easily imitate other resources except the human resources which is unique and source of sustainable competitive advantage. For the organization, job satisfaction of its workers means a workforce that is motivated and committed to high quality performance and this will have an effect on increased productivity (Akinyi, 2013).

Many companies do have employee reward systems in place. But employee sometimes may not give their full effort because of lack of motivation due to poor or unsatisfying existing reward systems exercised by their organizations. Consequently, the organization should plan a suitable reward system to gain better results. Because of the correct reward system, the employee's work motivation can boost up and enhance their commitment to their company (AKafo & Agyekum, 2015).

The telecom industry exists in an intensely dynamic environment. In such environment, capability to retain efficient and experienced workforce in an organization is very crucial for the overall performance of the organizations. The highly motivated employees serve as the best advantage for companies because their performance leads an organization to well accomplishment of its goals. In this highly competent and fast-growing industry, organizations seek to attract and retain highly qualified employees to improve and sustain the performance of their respective organizations. However, seeking to acquire or acquiring of highly qualified employees may not result success without being able to motivate employees to attain the organizational goals. Motivation depends on certain intrinsic, as well as extrinsic reward which is collaboration results in fully committed employees. Ali and Ahmed, (2009) confirmed that if rewards or recognition offered to employees were to be altered: there would be a corresponding change in work motivation and satisfaction. (Ali and Ahmed, 2009).

Ethio telecom structures supported by human resources that enable the delivery of service. The most important thing in delivery of quality service is the individual motivation of employees. Contact center professionals have a duty to treat customers in a caring and professional way. Yet

it continues to struggle with multiple complex issues that affect these expectations. One of the challenges that are observed is lack of motivation among contact center professionals. The staffs do not want to stay on their assigned position for more than a year because of the number of problems they have related with the company reward practice like salary, benefit, promotion, working condition, recognition and work content are major source of demotivation for staffs. Consequently, the reason needs to conduct this study were, in many occasions the researcher has observed that many employees seems to be not committed to their work and they lack trust and belongingness to the company.

Moreover, the staffs have several problems associated with financial and non-financial rewards provided by the company for instance; lack of recognition or acknowledgement, long working hours, inconvenient work environment, lack of resources, interpersonal problems between contact center advisors and contact center coach also with the other staff members. In addition to this, there are lack of subsidiary benefits like café, restaurant, gym and entertainment. There is also lack of convenient work place and office layout, absence of freedom and absence of interesting jobs lack of commitment and lack of loyalty observed in the employee of the company.

Therefore; the stated problems initiated the researcher to further investigate the effects of reward management practice and employee motivation in ethio telecom contact center professional and fill the gaps and tried to give recommendation and suggestion to the organization. Thus, these issues hold the core of what is to be studied and shades light on important areas on which the company can take maintenance measures.

The study also tried to address the issue of what possible relationship exists between employee reward management practice and employee motivation. Effective implementation of reward practice not only helps the organization but also guarantee a positive relationship with the employee, through attractive salary, good benefit package, opportunity for promotion and recognition, relatively variety and interesting work and good working condition. Further it enhances the employee's commitment, motivation and engagement which can be a core competency for the organization.

1.3 Research Questions

Human needs are always dynamic and change over time. According to Simons and Enz (2006), while attempting to motivate employees, managers make mistakes assuming wrongly that they understand the employees and their needs and expectations they want from their work. The following questions are considered in order to address the purpose of the study.

1. What is the level of staff motivation among contact center professionals?
2. How does ethio telecom manage the staff motivation of the contact center professional?
3. Which type of reward practice does the employees perceive the most motivating?
4. What is the effect of reward practice on employee motivation?
5. What are the existing reward policies adopted by the company in relation to pay, promotion, and benefit administration and employee's ratings towards the practices?

1.4 Research Aim and Objectives

The aim of this Research is to explain the relationship between reward management and employee motivation from contact center professionals of ethio telecom.

The Specific Objective is to:

- Investigate the relationship between payment, benefit, recognition, promotion, work content, and working condition with employee work motivation.
- To determine the effect of rewards on motivation.
- To determine which types of rewards most contribute to work motivation of employee.
- To determine if there is a relationship between reward and employee motivation.
- To analyze how reward and employee motivation really works within the selected work units and how favorably or unfavorably its employees react to the system
- See if there is a significant difference of working motivation among contact center professionals.

1.5 Significance of the Study

The significances of the study are to give a way for other researchers, who want to make further investigation in the area and to conduct detailed research on the issue. Also, to serve as an additional source of reference that will add to some existing literature and to give solution for the problems that will satisfy both employees and the management. Furthermore, the study may help to detect the main problem for the efficiency and effectiveness of reward technique adopted here in ethio telecom if any. It also brings the employees vision to have more emphasis and perform their duty to increase efficiency and effectiveness of the corporation.

1.6 Scope of the Study

Geographically this study has been conducted here in Addis Ababa Head Quarter located at Churchill Road – Transformation Programme Office (TPO). This study has tried to identify the reward management effect by taking the following independent variables into account (Payment, Promotion, Recognition, Benefits, Work Content and working conditions) and the dependent variable called employees' motivation. Methodologically, the study has followed quantitative research approach, and finally, the study has been considered 1095 permanent employees under job categories of contact center advisors, contact center coach and contact center supervisors who have more than one year's work experience in the company.

1.7 Limitation of the Study

Ethio Telecom is a nationwide telecom service provider; hence it is difficult to assess the attitude of the whole employees due to time and budget constraints. So, the study is confined on employees working in the Head Quarter-TPO contact center professional only. Also as a limitation, the researcher faced a great difficulty in data collection process hence some employees were afraid to share their opinion towards the existing reward practices organization. In addition to this, the nature of operation and the shift employees working with highly affect the response rate of the questionnaire.

1.8 Organization of the Study

This study is organized in five chapters. The first chapter is the introduction part. This includes background of the study, statement of the problem, research questions, objective of the study, significance of the study, and scope of the study, the second chapter presents the literature review which consists of the theoretical frame work, empirical review of literatures and conceptual frame work and hypothesis. The third chapter consists of research methodology and design used in the study. It describes the type and design of the research; the population and sampling techniques of the study; data collection instruments and procedures used to collect data and the methods of data analysis. In the fourth chapter data analysis, presentation and interpretation are presented. Finally, the fifth chapter presents summary of the findings, conclusion, and recommendation.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Introduction

There is a large body of literature on rewards concerned with employee motivation, both intrinsic and extrinsic motivation. Many contemporary authors have also defined the concept of motivation. In this chapter the researcher tries to see the theoretical, empirical and conceptual framework of reward management practice and employee motivation.

2.2 Theoretical Framework

2.2.1 The Concept of Reward

Reward is the compensation which an employee receives from an organization (mainly refer to enterprises) for his or her service. It not simply contains direct currencies and other forms which can convert to currencies, but also a comfortable office, favorable interpersonal relationship inside the organization, having access to decision-making involvement, the challenge and sense of achievement and preferable growth opportunities (Jiang, 2009).

Reward management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization. It deals with the design, implementation and maintenance of reward processes and practices that are geared to the improvement of organizational, team and individual performance (Armstrong & Murlis 2007).

Reward system is an important tool that management can use to channel employee motivation in desired ways. In other words, reward systems seek to attract people to join the organization to keep them coming to work and motivate them to perform to high levels. The reward system consists of all organization components-including people processes rules and decision making activities involved in the allocation of compensation and benefits to employee in exchange for their contribution to the organization (Pratheepkanth, 2011).

Reward management system contains the organization's policies, processes and practices for rewarding its employee in accordance with their contribution, abilities and artifice. It is progressed within the organization's reward philosophy, strategies and policies, and includes agreements in the form of processes, practices, structures and procedures which will provide appropriate types and levels of pay, benefits and other forms of reward (Armstrong, 2003).

Employee will give their maximum when they have a feeling or trust that their efforts will be rewarded by the management. There are many factors that affect employee performance like working conditions, worker and employer relationship, promotion and development opportunities, job security, and company's overall policies and procedures for rewarding employee, etc. (Aktar, et al, 2012)

2.2.2 Objectives of Reward

Different writers present varying purpose of reward management. But, the purpose of reward management according to (Capitulo, 2007), includes attracting and retaining good employee, reducing absenteeism, motivating enhanced performance, developing employee skills, facilitating organizational culture and strategic objectives, and defining and reinforcing organizational structure. Among these, the idea of having or attracting and retaining good employee worth further enlightenment as many of the competitive advantage of firms in today's dynamic business environment lies more on having good pool of human resources than technology, good system in place and other production tools.

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

Reward management is based on a well-articulated philosophy – a set of beliefs and guiding principles that are consistent with the values of the organization and help to enact them. These include beliefs in the need to achieve fairness, equity, consistency and transparency in operating

the reward system. The philosophy recognizes that if human resource is about investing in human capital from which a reasonable return is required, then it is proper to reward people differentially according to their contribution (Armstrong, 2006).

The overall objective is to reward people fairly, equitably and consistently in accordance with their value to the organization in order to further the achievement of the organization's strategic goals. Reward management is not just about pay and employee benefits. It is equally concerned with non-financial rewards such as recognition, learning and development opportunities and increased job responsibility.

2.2.3 Elements of Reward

The elements of reward management consist of reward policies, practices, processes and procedures, notably, reward policies address broad issues of the level of rewards, taking into account 'market stance', achieving equal pay, the relative importance attached to external competitiveness and internal equity, the approach to total reward, the scope for the use of contingent rewards related to performance, competence, contribution or skill, the role of line managers and transparency – the publication of information on reward structures and processes to employee (Armstrong & Murlis, 2007).

Reward Policies: - According to Armstrong and Murlis (2007), reward policies provide guide lines for the implementation of reward strategies and design and management of reward processes. They will be influenced strongly by the guiding principles and reward philosophy of the organization. The reward policy will be concerned with, the level of rewards, the relative importance attached to market rates and equity, attraction and retention of employees, the match between rewards and business performance, total reward policy, the need to communicate reward policies to employees and transparency.

Reward Practices: - It consists of the grade and pay structures, techniques such as job evaluation, and schemes such as contingent pay used to implement reward strategy and policy. For example, the policy on pay leaves will lead to the practice of collecting and analyzing market rate data and making pay adjustments that reflect market rate of increase.

Reward Philosophy: - The reward philosophy advocates that if human resource management (HRM) is about investing in human capital from which a reasonable return is required, then it is proper to reward people differentially according to their contribution (i.e. the return on investment they generate). The philosophy of reward management also recognizes that it must be strategic in the sense that it addresses longer-term issues relating to how people should be valued for what they do and what they achieve. Reward strategies and the processes that are required to implement them have to flow from the business strategy (Armstrong & Stephens, 2005). According to Milkovich, et al, (2009), reward strategy should be assessed from the aspect of its objective, alignment with the business strategy, competitiveness both internally and externally, its contribution, and transparency and openness.

2.2.4 Total Reward Program

Total reward is the combination of financial and non-financial rewards available to employee. It comprises of total remuneration (base or basic pay, job evaluation, market rate analysis, grade and pay structures, contingent pay, employee benefits, performance management and non-financial rewards – rewards that do not involve any direct payments and often arise from the work itself, for example, achievement, autonomy, recognition, promotion, scope to use and develop skills, training, career development opportunities, working condition and high quality leadership (Armstrong, 2006).

Financial Rewards: - These are types of rewards given in the form of monetary pay that may be given directly or indirectly to employee. The direct form of payment incorporates base pay/salary, merit pay/cost of living adjustments, incentives, bonuses, and others, that are directly given to employee (Milkovich et al, 2009). On the other hand, indirect form of payments is provided in the form of employee benefits such as pensions, holidays, and varied fringe benefits such as medical cost coverage, cafeteria benefit, etc. they are also known as transactional rewards.

Non-Financial Rewards: - Rewards that do not involve any direct payments and often arise from the work itself, for example achievement, autonomy, recognition, promotion, scope to use and develop skills, training, career development opportunities, working condition and high-

quality leadership (Armstrong and Murlis, 2004). Non-financial rewards can be focused on the needs most people have, although to different degrees, for achievement, recognition, responsibility, influence and personal growth.

2.2.5 Effects of Reward

Torrington et al., (2009), stated reward has multi-dimensional effect on the general effectiveness of a company through such as attraction and retention of employees, motivation of performance, motivation of skill development and driving changes.

Attracting staff: - the reward package on offer must be sufficiently attractive to that of an organization's labor market competitors to ensure that it is able to secure that services of the staff it needs. The more attractive the package, the more applications will be received from potential employees and the more choice the organization will have when filling its vacancies. Similarly, Wills, (2000) confirmed the idea as reward is the most critical issue when it comes to attracting and keeping talent. Attractive packages allow the appointment of high-caliber people an often mean that organizations are baling to fill vacancies more quickly than is the case with reward offering which is either unattractive or poorly communication.

Retaining Staff: - the costs associated with recruiting and developing people, as well as the growing significance of specialist organizational knowledge in creating value and maintaining competitive advantage, mean that retaining effective performers is a central aim of reward strategy in many organizations, particularly those competing in knowledge intensive industries where highly qualified people are in short supply. This requires strategic aspects of reward package that is attractive enough to prevent people from becoming dissatisfied and looking elsewhere for career development opportunities. Flynn (1998), also added reward and recognition program keep high sprit up and improve the retaining capacity of companies (Terringtonet, 2009).

Motivating Staff: - reward play a vital role in determining the significant performance in job and most commonly, it is positively associated with the process of motivation (Danish & Usman, 2012). aside from helping to ensure that effective performers are recruited and retained, in more

general terms it is necessary that reward package should serve to motivate positively and does not demotivate. Occupational psychologists many of whom accept that the power of monetary reward to motivate is very limited, at least over the longer term, have long debated the question of the extent to which money ever can positively motivate.

Driving Change: - pay can be used specifically as one of a range of tools underpinning change management processes. The approach used is to tie base pay, bonuses or promotion to the development of new behaviors, attitudes or skills gained by employees. Pay works far more effectively than simple exhortation because it provides a material incentive to those whose natural inclination is to resist change. It also sends out a powerful message to employees indicating the seriousness of the employer's intentions as regards proposed or ongoing changes (Torrington et al., 2009)

2.2.6 Forms of Reward and the Relation between Employee Motivation

Intrinsic Rewards: - intrinsic rewards are an intrinsically motivated individual will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her (Armstrong & Murlis, 2007). Intrinsic rewards are those that exist in the job itself. Examples are achievement, variety, challenge, autonomy, responsibility, and personal and professional growth, status, recognition, praise from superiors and co-workers, personal satisfaction, (Mahamey & Lederer, 2006).

According to Mottaz (1985), intrinsic rewards are derived from the content of the task itself and include such factors as interesting and challenging work, self-direction, variety, creativity, opportunities to use one's skills and abilities, and enough feedback regarding the effectiveness of one's efforts. Employees are thought to be motivated to work hard to produce quality results when they have pride in their work and they believe their efforts are important to the success of the organization objectives (Mahaney & Lederer, 2006).

Extrinsic Rewards: - Extrinsic rewards, on the other hand, are external to the job itself, an extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job (Armstrong & Murlis, 2007). The extrinsic rewards

themselves can be divided as financial and non-financial rewards and, it enhances directly the financial well-being of the employee. They comprise such elements as competitive salaries, pay raises, merit bonuses and fringe benefits, bonus and promotions. On the other hand, non-motivational rewards do not increase the financial pay offs to the employee. Instead of making the employee's life better of the job like the financial rewards, they emphasize making life on the job more attractive (Mottaz, 1985, Mahaney & Lederer, 2006).

These types of rewards include things such as job security, office furnishings, parking spaces, private office space, and the social climate and top-line computers in the office. (Armstrong, 2006). Firms can improve worker productivity by paying workers a wage premium – a wage that is above the wage paid by other firms for comparable labor. A wage premium may enhance productivity by improving nutrition, boosting morale, encouraging greater commitment to firm goals, reducing quits and the disruption caused by turnover, attracting higher quality workers and inspiring workers to put forth greater effort (Goldsmith, et al, 2000). As a result, people are attracted to well-paying jobs, extend extra effort to perform the activities that bring them more pay, and become agitated if their pay is human resource decreased (Stajkovic & Luthans, 2001).

2.2.7 The Concept of Motivation

Different authors define motivation in different ways. Torrington et al., (2009), defined the term as the desire to achieve beyond expectations, being driven by internal rather than external factors, and to be involved in a continuous striving for improvement.

Armstrong (2010), describes motivation as the force that energizes, directs and sustains behavior. Motivation theory explains how motivation works and the factors that determine its strength. It deals with how money and other types of rewards affect the motivation to work and level of performance. It therefore influences decision on how people should be valued, the choice and design of financial regards and the use of non-financial rewards.

The most Practical Definition proposed by different social scientists is that, motivation is a psychological process that origin the stimulation, direction and persistence of behavior.

2.2.8 Employee Motivation

The direct effect of rewards is on employees' motivation. Various definitions of motivation exist. For this thesis, employees' motivation is seen as the employee's desire to work and perform well in order to contribute to organizational or project success. Two types of motivation exist: intrinsic and extrinsic motivation. Intrinsic motivation is "self-generated" and means employees are motivated to work because of the work while extrinsic motivation is generated by external stimulus such as rewards (Armstrong, 2002).

Three perspectives were identified in the literature about how rewards affect motivation and hence reward practice. First, extreme opponents of rewards argue that rewards negatively affect employees' motivation under any circumstances. Accordingly, the extreme reward opponents completely refuse the use of rewards. In contrast the extreme proponents of rewards argue rewards positively affect employees' motivation under any circumstances. Accordingly, they advocate the use of one universal reward style and propose a best practice approach. Finally, modest reward proponents argue that the rewards effect on employees' motivation may be both, positive or negative. The effect depends on some variable factors that lead to different good practices in rewarding but no universally best practice (Armstrong & Murlis, 2004).

2.2.9 Types of Motivation

There are two types of motivation at work as originally identified by Herzberg et al (1957). These are: -

Intrinsic Motivation: - this is derived from the content of the job. It can be described as the process of motivation by the work itself in so far as it satisfies peoples' needs. Intrinsic motivation can arise from the self-generated factors that influence people's behavior. It is not created by external incentives. It can take the form of motivation by the work itself when individuals feel that their work is important, interesting and challenging and provides them with a reasonable degree of autonomy (freedom to act), opportunities to achieve and advance, and scope to use and develop their skills and abilities.

Extrinsic Motivation: - it arises when management provides such regards as increased pay, praise, or promotion, the extrinsic motivators can have an immediate and powerful effect, but this will not necessarily last for long. Extrinsic motivation occurs when things are done to or for people to motivate them. These include rewards, such as incentives, increased pay, praise, or promotion, and punishments, such as disciplinary action, withholding pay, or criticism.

2.2.10 Theories Related to Motivation

A central aspect for all organizations is to motivate their employees. From an organizational perspective, the motivation is important due to the fact that it can empower high-performing employees to stay within the organization. Additionally, the employees can through a higher degree of motivation develop their overall skills in their specific job task and be more engaged to perform at a higher level (Alvesson & Sveningsson, 2008).

The most practical definition proposed by social scientist that, motivation is a psychological process that origin the stimulation, direction, and persistence of behavior (Luthans, 2005). Motivation theory examines the process of motivation. It explains why people a work behaves in the way they do in terms of their efforts and the directions they are taking (Armstrong, 2006).

Thus, motivation becomes those psychological procedures that cause the arousal, direction, and persistence of voluntary actions that are goal directed. The features such as incentives and rewards are the most favored factors for employee motivation programs. However, the performance of employee job satisfaction is an imperative motivator and an arrangement of psychological and environment circumstances (Spector 1985). Motivation programs are the key component of incentives, rewards and recognition as different organizations correlate success factor with employee performance. Employees are completely motivated when they achieved their needs.

Motivation theories can be classified as content (need) or process (approach to motivation) theories. The content theories attempt to identify the specific factors that motivates people and it helps us to understand what people will or will not value as work rewards. Alternatively, process theories offer more dynamic approach and are more interested in understanding the process of

developing motives. Thus, there is less emphasis on specific factors that cause behavior (Beardwell, et al, 2004).

2.2.11 Content Theories of Motivation

Content Theories of Motivation are based on the needs of individuals. These theories try to explain why the needs of individuals keep changing overtime and therefore focus on the specific factors that motivate them. In general, these theories explain motivation as the product of internal drives that encourage an individual to move towards the satisfaction of individual needs. Major content theories of motivation are Maslow's Hierarchy of Needs Theory, McClelland's Learned Needs Theory, Alderfer's ERG Theory and Herzberg's Two-Factor Theory from which some of them will be discussed (Beardwell & Claydon, 2007).

Hierarchy of Needs Theory: - Maslow's theory stated that individuals are motivated to satisfy a number of different kinds of needs, some of which are more powerful than others. Maslow argues that until these most pressing needs are satisfied, other needs have little effect on an individual's behavior. In other words, we satisfy the most prominent needs first and then progress to the less pressing ones. As one need becomes satisfied, and therefore less important to us, other needs loom up and become motivators of our behavior (Stuart, 20011).

According to this theory, once the needs at a particular level in the hierarchy of needs are satisfied, they are no longer a motivating factor for an individual. The five levels of hierarchy are Physiological needs, security needs, social needs, esteem needs and self-actualization needs. Maslow represents this prepotency of needs as a hierarchy. The most prominent needs are shown at the bottom of the ladder, with prepotency decreasing as one progress upwards. Maslow's five levels of hierarchy of needs from the top to the bottom are mentioned below.

- Self-Actualization – reaching your maximum potential, doing your own best thing
- Esteem – respect from others, self-respect, recognition
- Social Needs (Belonging) – affiliation, acceptance, being part of something
- Security (Safety) Needs – physical safety, psychological security
- Physiological Needs – hunger, thirst, sex, rest

The basic needs are arranged in a hierarchy where the most basic need emerges first and the most sophisticated need last. In other words, the higher-order needs including belonging, esteem, and self-actualization are not seen important until the lower-order needs which are safety and physiological are satisfied. Managers should find out what motivates the employees at each of the levels and develop a reward strategy accordingly (Tosi, Rizzo & Carroll, 1994 and Beardwell & Claydon, 2007).

Maslow's hierarchy of needs has been criticized because there is little evidence that supports its strict hierarchy and the fact that people satisfy only one motivating need at a time. The theory also fails to prove any clear relationship between needs and behavior and is therefore unable to predict when a specific need will be manifested (Beardwell & Claydon, 2007).

ERG Theory: - According to Alderfer (1972) there are three groups of core needs – Existence, Relatedness, and Growth coded as (ERG theory). Alderfer's three core needs include the five needs of Maslow's need hierarchy and also define the differences between the two theories. First of all, Alderfer has recognized that more than one need can be operative at the same time, and second, if the gratification of a higher-level need is stifled, the desire to satisfy a lower level need increases. In general, ERG theory represents a more valid version of the Maslowian need hierarchy. Robbins (2005) puts it this way: ERG theories, argues, like Maslow's theory, that satisfied lower-order needs lead to the desire to satisfy higher-order needs; but multiple needs can be operating as motivators at the same time and frustration in attempting to satisfy a higher-level need can result in regressions to a lower level need.

Hertzberg's Two-Factor Theory: - A well-cited motivation theory is Herzberg's two-factor theory. This theory argues that employees have two different factors, which are named, satisfiers and dissatisfiers. The dissatisfiers can only provide that the employees within the organization are not dissatisfied, and the satisfiers are therefore the factors that could increase employees' motivation. The dissatisfiers can for examples be high salary or bonuses that employees are working in. these are factors that need to be fulfilled so that employees do not feel uncomfortable. However, these factors cannot generate satisfaction for the employee. The satisfiers on the other hand, which for example could be personal development, greater

responsibility and the work tasks itself, can satisfy the employees. (Alvesson & Sveningsson, 2008).

According to Herzberg, specific emphasis should be put on tasks that the employees associate with the job task, or the results from these tasks. The organization should to a greater extent put effort on personal development and recognition for a well-done work or through the use of promotion, which are more intrinsic motivational aspect that to a greater extent should be emphasized on (Robbins et al, 2010).

2.2.12 Process Theories of Motivation

Process Theories of Motivation tries to explain how behavior change occurs and why individuals act in different ways. In other words, they focus on how workers need influence their own behavior. Process theories originate from early cognitive theories, which state that behavior is the result of conscious decision-making processes. Following are the most famous process theories: Reinforcement Theory, Expectancy Theory, Equity Theory, and Goal Setting Theory, from which some them will be discussed (Tosi, Rizzo & Carroll, 1994).

Goal-Setting Theory: - Latham and Locke (1979), argue that setting goals are a fundamental aspect in achieving motivational effectiveness. In addition, the authors emphasize that those goals, which are unrealistic and arbitrary, could become a demotivating aspect for the organization's employees. According to their analysis, goals that are designed to as lightly difficult approach are the ones that to a greater extent are motivating the employees to greater productivity. On the other hand, goals that are too hard to achieve or too easy to reach is resulting in a less productive action by the employees.

According to Locke and Latham (2002), goals are mainly serving for mechanisms. Firstly, the goals serve as a distinct directive function; this allows the employee to, at a greater extent, focus on goal-oriented activities, instead of focusing on activities that is beyond the goals. This mechanism provides the fact that the firm can align the employees with the organization's overall targets, when well- designed goals are used. The second aspect that Locke and Latham point out is that goals allow employees to take on greater effort and is functioned as a stimulating

function. If the organization had tougher goals, the employees would to a larger extent put more effort in comparison with low-setting goals, which provide less effort by the employees. Thirdly, goals are providing persistence affection to the employees, which imply that employees that control their own time to reach the goal increase their effort in the task. Finally, the authors describe that goals are encouraging employees to use their overall knowledge and expertise to solve the task.

To reach goals, commitment is essential in the sense that the employees are dedicated to reach the goals. This is especially important when the goals are more complex, since greater complexity requires higher efforts in comparison with lower level of complex tasks (Locke & Latham, 2002).

Expectancy Theory: - The underlying motive behind the reward system is to motivate employees to perform at a higher level when attractive rewards are offered (Jacobsen & Thorsvik, 2002). The core of the expectancy theory is relying on employees' willingness to perform a certain activity. This is depending on the extent to which a specific target is rewarded, which for example could be a higher salary or a promotion within the organization. If the employee within the organization perceive the reward as valuable, the performance will be greater. On the other hand, if the rewards are demotivating the employee, the performance will be poorer (Alvesson & Sveningsson, 2008)

It is essential that the reward is of a nature which is preferred by employees. The higher degree of an actual desire for the reward, will affect to which extent the employees are motivated to put down greater effort to perform. It is fundamental that there is a clear-cut connection between a higher degree of effort, and that these actions are leading to the preferred reward. This is the expectancy parameter, which summarize the individual employee's degree of expectancy to put down the effort in alignment with the organization. The achieved results are depending on factors such as roles, ability to perform a certain action and other human resources, which affect the ability to reach the result. Therefore, employees within the organization are often to a great extent motivated to act in a certain way. Hence, not all of the employees have the ability to perform actions that leads to the preferred result (Jacobsen & Thorsvik, 2002).

Equity Theory: - Equity theory focuses on people's perceptions of the fairness of their work outcomes compared with, or corresponding to their work inputs (Armstrong, 2009). The theory in fact complements expectancy and need theories by shedding light on how people perceive the relationship between the outcomes they receive from the organization and the inputs they contribute.

The theory is based on strong social norms about fairness. It postulates that employees are inclined to subjectively weight efforts given to do the job and rewards taken for doing the job and compare rates of the rewards with other people doing the same job. "An employee is the most satisfied in situations when the gives and takes are equal. If comparison shows imbalance and unfairness (i.e. an employee thinks his or her co-worker has been paid for the same job), the worker is inevitably brought to psychological tension".

2.2.13 Discussing the Variables

A variable refers to a characteristic or attribute of an individual or an organization that can be measured or observed and that varies among the people or organization being studied Creswell (2004) as cited in Creswell (2002).

The Independent Variables: - are variables that (probably) cause, influence, or affect outcomes. They are also called treatment, manipulated, antecedent, or predictor variables.

Payment (respondent's satisfaction with their salaries). Payment is also referred to as salary or remuneration and is significantly found to motivate individuals. Arnolds and Boshoff (2001) found that managers are significantly motivated by monetary rewards. They added that remuneration packages of top managers should be linked to motivational interventions that satisfy the self-actualization and growth needs of top managers for example, by linking salary increases and performance bonuses to the successful completion of challenging assignments.

Promotion (opportunity that the organization offers for advancement). Promotion is also known as advancement, is a motivator, and should therefore build strong levels of motivation (Oosthuizen, 2001). His research indicated that this factor contributes significantly to the

dissatisfaction of employees. According to Arnolds and Boshoff (2001), satisfaction in the workplace, by providing promotion opportunities, has been shown to impact positively on employee job performance. According to Steyn (2002), most educators indicated that promotion to a higher post level was one of their goals.

Recognition (acknowledgment for their contribution). Recognition is the acknowledgement of an individual's contribution showing appreciation and to reward the individual for an accomplishment of a task (Oosthuizen, 2001) or in recognition for good performance. Stroh (2001) adds that when rewarding individuals for good performance, the element of recognition must be present. Recognition by supervisors and peers were desired by employees to perform well, Analoui (2000) found that good work and high-quality performance are not often recognized. This, according to Analoui (2000), may be a result of traditional managerial styles, bureaucratic organizational structures, or insufficient interpersonal skills on the part of management.

Benefits (pension, medical schemes and leave were satisfactory). Benefits refers to employees' satisfaction with pension, medical schemes and leave. Lam's et al. (2001) research found that reward (including benefits) has a positive relationship with overall job satisfaction. In fact, the variable 'reward' emerged as the most important factor in predicting overall job satisfaction.

Work Content (task significance, task variety, task autonomy and feedback). The work content refers to the doing of the work and the type of work. The job can be repetitive or changing, creative or monotonous, easy or difficult. According to Pearson (1991), jobs that are both motivating and satisfying are said to be those that provide skill variety, task identity, task significance, autonomy and feedback. Analoui's (2000) research indicated that the 'nature of the job' is a major source of satisfaction for senior managers, particularly if the job is challenging and direct feedback is provided on their efforts

Working Condition (working hours, relationship with coworkers, quantity of work and availability or resources, communication with customer). Pearson (1991) identifies that organizational values, supervisory style and physical conditions are factors related to work environment. According to Kruger (1996) and Oosthuizen (2001), physical working conditions

pertain to the quantity of work and availability of resources, such as machines and tools, ventilation, lighting, workspace and air conditioning. Furthermore, according to Singleton (1989), climatic conditions play an influential role in differences in work behavior. In Lam's et al. (2000) research, work environment emerged as an influential factor in predicting overall job satisfaction for Chinese restaurant managers. They add that focusing strategically on this factor would enhance managerial employee's job satisfaction level and improved their retention rate.

The Dependent Variable: - are variable that depend on the impendent variables; they are the outcomes or results of the influence of the independent variables. Other names for dependent variable are criterion, outcome, and effect variables.

Employee Motivation. The process of motivation is more complex than what most people think. People have variety of needs and wants, set different goals in order to satisfy needs and undertake various actions for attainment of these goals. As repeatedly stated by different scholars. Employee motivation can be served as a fuel for the success of an organization. A lot has been said about the importance of employee motivation. Though, it is very difficult to quantify and measure it properly, it is paramount important for management bodies of an organization like ethio telecom to have firsthand information about their workers motivation level.

2.3 Empirical Framework

After considering theories that bear on the impact of extrinsic rewards on intrinsic motivation and discussing a specific study by two authors (Kohn and Pink) to demonstrate that extrinsic rewards can actually increase intrinsic motivation, according to Gerald, Gerhart, and Fang, (2013) come to an outcome that rewards clearly tend to increase performance, and this is because they increase total motivation (extrinsic plus intrinsic). Detrimental effects of extrinsic rewards are not inevitable, and appropriate use of rewards can increase intrinsic as well as extrinsic motivation. Negative effects on motivation can be averted systematically by clearly understanding and avoiding the conditions that could create a negative effect.

Further, the effects of the reward depend on the social context in which it is provided. If the reward is appropriately implemented, it should enhance, rather than undermine, intrinsic motivation making the incentive effect that much more powerful than if it relies on extrinsic motivation alone. This requires appropriate communication about the importance of the task and the nature of the incentive; specific, meaningful performance goals; appropriate feedback and support from supervisors; selection systems that help sort out those who do not fit the desired culture (and reward strategy) of the organization; and an organizational culture in which incentives are supported by managers and employees. This discussion serves as a reminder that contextual factors are at least as important to success or failure of reward programs as the technical merits of the programs (Gerald et al, 2013).

Researcher Dahlqvist and Matsson (2013), investigate study has provided implications that extrinsic rewards are to some extent old-fashioned and employees are nowadays searching for rewards beyond solely monetary rewards. Employees are to a larger extent motivated by intrinsic rewards. This study indicates that organizations should attempt to set the extrinsic rewards on an accepted level and then shift their attention to intrinsic rewards. Furthermore, this study has indicated that there are clear distinctions between department managers and their employee's perception concerning how motivating different rewards are perceived and how much of these rewards that are being offered. By offering employees more of the rewards that they prefer, will lead to a higher degree of motivation, which most likely will influence the organization performance.

Dow Scott and Tom McMullen (2010), discovered that base pay and benefits had the overall weakest relationship with the organization's ability to foster high levels of employee motivation compared to incentives, intangible rewards and quality of leadership on engagement. Quality of leadership had the strongest relationship with effectively motivating employees. As a result, compensation professionals should use pay packages to attract leaders who have demonstrated their ability to engage employees and think in terms of total rewards and not just financial rewards. Develop employee engagement resources that are directed toward work environment or organization climate, work-life balance and the nature of the job and quality of the work, and career opportunities.

According to Nazir, Khan, Shah and Zaman (2013), observe that reward is very vital factor that has big contribution towards enhancing the employee job satisfaction and commitment. Organizations are continuously improving their reward system for retaining and becoming more productive of employees.

Ali and Ahmed (2011), indicated that there is a statistically significant, direct and positive relationship between rewards (promotion, recognition, working conditions, benefits, the dimension of personal, leader/supervisor, general and work satisfaction and motivation. Hence, if rewards offered to employees were to be altered, then there would be a corresponding change in work motivation and satisfaction.

Further, research by Hafiza, Shah and Jamsheed (2011) as cited in Belay (2013) indicate that there is significant and positive relationship between extrinsic rewards and employee motivation, but organizations are not offering right amount of financial rewards (extrinsic rewards) to their employees. Pay is a significant factor which affects employee motivation. Added, study by Ali and Mohammed (2012) as cited in Belay (2013) pointed out that there is positive impact of financial rewards on employee's motivation and satisfaction. That is, financial rewards lead to employee's motivation. It is also discovered that new entrants in to an industry are highly motivated and the working conditions, environment and superior's behavior plays a vital role in determination of their satisfaction level.

2.3.1 Relevant Theory Related with Reward Practices and Employee Motivation

According to Herzberg's two-factor theory, the dissatisfiers can only provide that the employees within the organization are not dissatisfied, and the satisfiers are therefore the factors that could increase employees' motivation. The dissatisfiers can for example be high salary or bonuses that employees are working in. these are factors cannot generate satisfaction for the employee. The satisfiers on the other hand, which for example could be personal development, greater responsibility and the work tasks itself, can satisfy the employees (Alvesson & Sveningsson, 2008).

Based on expectancy theory; the underlying motive behind the reward system is to motivate employees to perform at a higher level when attractive rewards are offered (Jacobsen & Thorsvik, 2002). The core of the expectancy theory is relying on employees 'willingness to perform a certain activity. This is depending on the extent to which a specific target is rewarded, which for example could be a higher salary or a promotion within the organization. If the employee within the organization perceive the reward as valuable, the performance will be greater. On the other hand, if the rewards are demotivation the employee, the performance will be poorer. The higher degree of an actual desire for the reward, will affect to which extent the employees are motivated to put down grater effort to perform (Alvesson & Sveningsson, 2008).

According to equity theory focuses on people's perceptions of the fairness of their work outcomes compared with, or corresponding to, their work inputs (Armstrong, 2009). It postulates that employees are inclined to subjectively weight efforts given to do the job and rewards taken for doing this job and compare rates of the rewards with other people doing the same job. "an employee is the most satisfied in situations when the gives and takes are equal. If comparison shows imbalance and unfairness (i.e. an employee thinks his or her co-worker has been paid more or less for the same job), the worker is inevitably brought to psychological tension"

All the above studies have dealt with reward practices and their effects on employee work motivation and employee satisfaction. The studies found that rewards generally have positive impacts. However, the results vary when seen in terms of magnitude by which they affect employee performance and employee satisfaction and motivation. As the needs of human beings vary significantly, the extent by which their motivation affected by one reward type to the other varies significantly. Therefore, based on the above discussed theories (Hertzberg's two-factor theory, expectancy theory and equity theory) and empirical studies the study has been derived and tested the following hypothesis.

H1: Payment is correlated positively with employee motivation

Ho: Payment is not correlated positively with employee motivation

H2: Benefit is correlated positively with employee motivation.

Ho: Benefit is not correlated positively with employee motivation.

H3: The promotional practices are correlated positively with employee motivation

Ho: The promotional practices are not correlated positively with employee motivation

H4: The recognition is correlated positively with employee motivation

Ho: The recognition is no correlated positively with employee motivation.

H5: Work condition is correlated positively with employee motivation

Ho: Work condition is not correlated positively with employee motivation

H6: Work content is correlated positively with employee motivation

Ho: Work content is not correlated positively with employee motivation

2.4 Conceptual Framework

After the study of literature review, the following conceptual model is formulated to show the effect of rewards (intrinsic and extrinsic rewards) on employee motivation.

In this study employee motivation is considered a dependent variable and intrinsic and extrinsic rewards are taken as independent variables. The major variables are, intrinsic variable; work content and recognition, and within extrinsic variables are; Payment, Employee Benefits, Promotion, and Work Condition.

Independent Variables

Dependent Variable

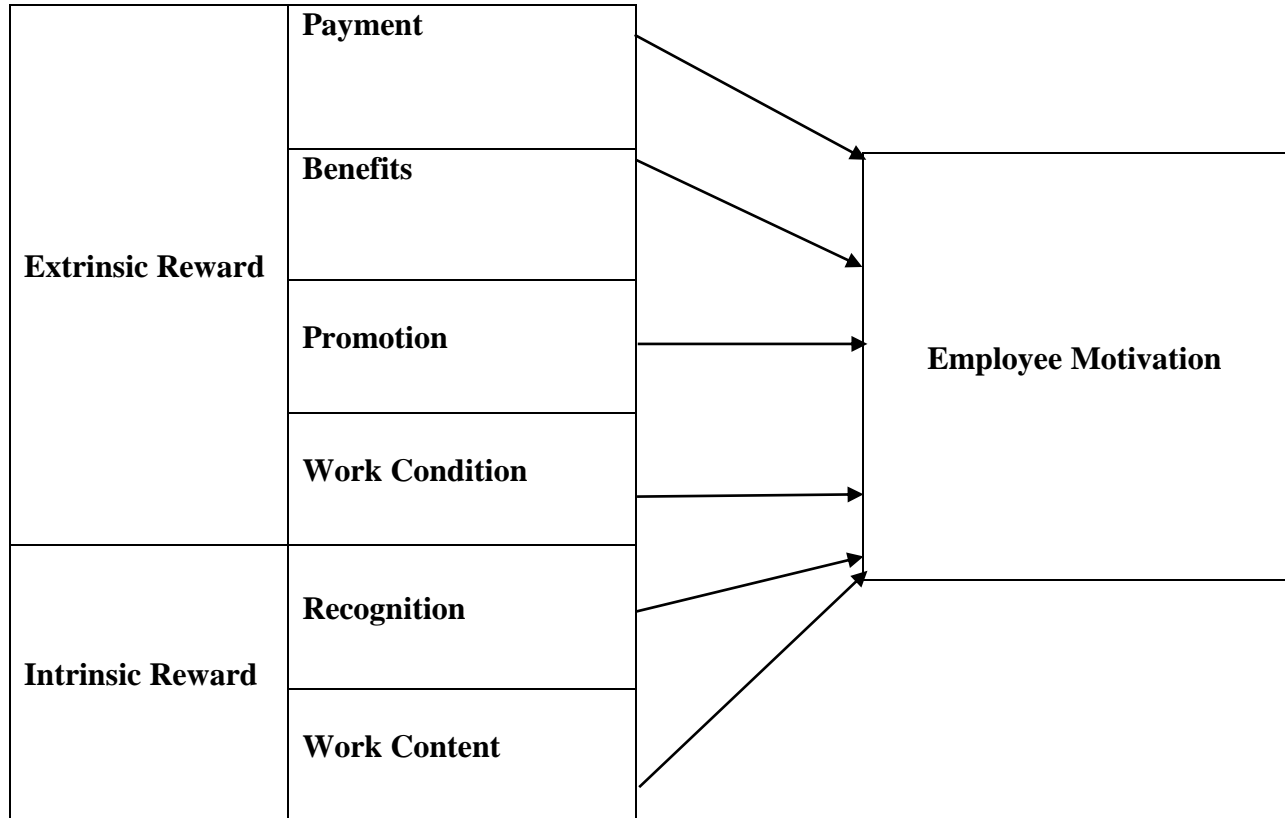


Fig. 2.4.1 Conceptual Framework

Adapted from: De Beer (1987)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The previous chapters have discussed a scientific background and principles for the conceptual as well as empirical research that have been done so far. This chapter outlines the research framework and methodology used to collect the data. The research plan includes description of the study area, research approach, research design, sampling, data source, instrument design, reliability and validity test and the data analysis techniques used in this study.

3.2 Description of the Study Area

Ethio telecom head office is located in Addis Ababa around Post office and Tewodros Square. It is selected for this specific study because it is one of the telecom company in the country. It is a sole telecom operator in Ethiopia established as a public enterprise on 29th day of November 2010 as per the Council of Ministers Regulation No. 197/2010. The company aims to provide next generation network services based on a world class standard information technology services and to build a competent next generation network-based workforce with appropriate knowledge, skill, attitude, and work culture. Since its establishment as ethio telecom, the company has registered several accomplishments required to transform the company to a level expected from a competent and modern telecom service provider. So far, it has availed full range of coherent telecom products and services for all markets and segments, undertaken high level capacity building programs within very short period of time, tried to curb recurrent quality of service problems, launched the first professional call center in Ethiopia. (<http://intranet.ethiotelecom.et/default.aspx>).

Ethio telecom has its own Human Resource Management policies, procedures and strategies that clearly show the flow of staffing activities mainly: workforce planning, external recruitment and internal placement in line with the company's staffing process, delegation matrix and other regulatory frame works. Currently ethio telecom has more than 14,800 employees. In addition to these, there are so many functional division and departments administered by different chief officers. One of the functional divisions is customer service division, under customer service

division, there are two sections namely Project Management Office (PMO) and Reporting & Operations Support), and three departments Front Office, Back Office and Operations Support departments. The study is focus on the department of front office which contacts center section found. As the name indicates it is a section where customers can contact ethio telecom for complaint, enquiry, request, feedback, and so on. The means of contact so far is via phone and will be a multiple channel contact center very soon. The contact center functions using two access numbers 994 and 980. 994 is dedicated for residential and SOHO/SME customers to enquire any after sales issue; such as complaint, request for information, bill related issues, etc and 980 is dedicated for high class customers and key account customers for similar purpose as 994. All activities of the contact center are managed system wise all KPIs are managed and controlled system based in three sites. Those are Leghar, TPO, Old Airport. Also inform the Company on the Contacts profiles to analyses reasons for calling, and identify customers' needs and create trouble tickets for incidents that are not solved in first Call. Regarding to the context of reward management and employee motivation the company provide to the staff different working hours, shift allowance, transport service and free cafeteria service to motivate the employee. (<http://intranet.ethiotelecom.et/default.aspx>).

3.3 Research Approach

As it is well-known scientific research may take one of two possible forms: inductive or deductive. In *inductive research*, the goal of a researcher is to infer theoretical concepts and patterns from observed data. On the other hand, in *deductive research*, the goal of the researcher is to test concepts and patterns known from theory using new empirical data. Hence, inductive research is also called *theory-building* research, and deductive research is *theory-testing* research (Bhattacharjeeh, 2012). The right research approach of this thesis will be deductive research since theory testing is much more suitable and easier for the case of this level. Theory building is beyond the scope of this research, since it requires intensive usage of time resources even ample experience at doctoral level.

The strategies and the method all contribute to a research approach that tends to be more quantitative, qualitative or mixed (Creswell, 2004). Quantitative research involves studies that

make use of statistical analyses to obtain their findings. Key features include formal and systematic measurement and the use of statistics (Marczyk, Dematteo & Frestinger, 2005). Therefore, the study used quantitative research approach because it used structural questionnaire data collection method and statically data analysis techniques.

3.4 Research Design

Research Design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. Additionally, the type of research design employed in this study is a non-experimental or quantitative design through survey study. A survey design provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. From sample results, the researcher generalizes or makes claims about the population (Creswell, 2004).

Since the purpose of explanatory research design is explaining and interpreting relationships between two or more aspects of a situation or phenomenon, it is used to explain and interpret the relationship between reward and motivation in the current study (Creswell, 2004). With this respect, the main target of the study was to investigate the effects of reward management practices on employee motivation in ethio telecom contact center professionals. Therefore, correlation analysis was used to assess the relationship that exists between the variables, i.e. independent variables (payment, benefit, promotion, recognition, working condition, and work content) and dependent variable (employee motivation).

3.5 Research Population

Population can be defined as all people or items (unit of analysis) with the characteristics that one wishes to study (Tayie, 2005). Ethio telecom has 14,800 employees who were in Head Quarter, Zonal Office and Regional Office. For the sake of this study a total of 1095 contact center professionals in ethio telecom located at TPO are considered to this study (taken from company employee assignment report). The contact center professionals include the categories of

contact center advisors, contact center coach and contact center supervisor also others to provide the necessary variety of information required for this study.

3.6 Research Sampling

Ajaya and Micah (2014), described that sampling is related with the selection of a subset of individuals from within a population to estimate the characteristics of whole population. In addition to the purpose of the study and population size, three criteria usually were needing to be specified to determine the appropriate sample size: the level of precision sometimes called sampling error, the level of confidence or risk of error, and the degree of variability in the attributes being measured (Miaoulis and Michener, 1976). According to Singh and Micah (2014), the degree of variability in the attributes being investigated, refers to the distribution of attributes in the population. The variables with more homogeneous population, the smaller the sample size required. Otherwise the more heterogeneous population, the larger the sample size required to obtain a given level of precision.

Probability sampling is the one in which each sample has the same probability of being chosen while, Stratified sampling is used when adequate representation from sub sample is desired for more precise information inside sub sample about the variables Lagers and Pureto (2014).

Therefore, study used probability sampling technique of stratified sampling, within each stratum employees are being selected using a sample random method. Stratified sampling technique was used to select samples from the existing employees of the organization; this is because, the study focuses on different groups of respondents and each group of the respondents were required to have its own representative from the total sample size. Stratified sampling guarantee specific groups within a population are adequately represented in the sample.

The target population for the study included all TPO contact center professionals. The sample size of employees that were studied was determined by the use of the formula developed by Yamane (1967). The study uses simple random sampling to select respondents from each of the sampled contact center professionals. The formula used to calculate sample size is shown below.

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

Where: N = Population size take

n = sample size

e= Margin error of the study set at ±5%

No.	Contact Center Professionals	Population (N)
1	Contact Center Advisors	1010
2	Contact Center Coach	70
3	Contact Center Supervisors	15
	TOTAL	1095

$$n = \frac{1095}{1 + 1095 (0.05)^2}$$

$$\frac{1095}{1 + 2.737} = 293$$

= 293 contact center professionals will be the sample size

The sub-sample of size for each contact center professional will determined using the formula by Krecjie and Morgan (1970) as follows:

$$s = \frac{XS}{P}$$

Where;

S = Sub-sample size for each contact center professional

X = Population of employees in each contact center professional

S = Total sample size for the study

P = Total population of all the contact center professional

$$s (\text{contact center Advisors}) = \frac{1010(293)}{1095} = 270$$

$$s (\text{contact center coach}) = \frac{70(293)}{1095} = 19$$

$$s (\text{contact center supervisor}) = \frac{15(293)}{1095} = 4$$

Based on this formula 270 employees from 1010 employees are contact center advisors whereas 19 employees from 70 employees are contact center coach the remaining 4 employees from 15 employees are contact center supervisors were taken for the study.

3.7 Data Collection and Data Instrument

In conducting the study, therefore, the researcher used questionnaire method to collect data from primary sources such as the employees themselves. In this case, the feeling and attitudes of the employees as well as their beliefs about what should be done within the company in order to enhance the reward and employee motivation issues are also part of the data collection parts in the questionnaire. In addition, the researcher would have also tried to analyze documented materials such as collective agreements of ethio telecom so as to point out how the institution handles the reward and motivation issues. The company policy of rewarding, the country's labor law, as well as the labor union agreements ethio telecom signed and the company's internet portal were also used by the researcher as an input to the study. The questions for the questionnaire were adopted by De beer (1987) and self-developed biographical questionnaire.

3.8 Method of Data Analysis

With the help of SPSS, both descriptive and inferential analysis has been done. Descriptive statistics in the form of means, frequencies, standard deviation and percentage will computed to describe what is going on with the data. Inferential statistic has been used to infer whether differences or relationships between samples of data are 'significant' and whether they reflect

real effects in the population. Correlation coefficient and multiple regression analysis have been used to test the research.

3.9 Validity and Reliability

In dealing with validity issue, the researcher established a logical link to justify each question in relation to the objective of the study. Questionnaires were reviewed as pilot test before full scale launching to gather the information were some of the activities in dealing with reliability and validity issues and the research was conducted utmost ethical manner in keeping the confidentiality of the respondents.

3.10 Ethical Consideration

The study was conducted by considering ethical responsibility. This includes providing information to the respondents about the purpose of the study and the use of the information as well and the principles are intended to protect research participants from harm (Marczyk, et al, 2005).

Information obtained was held in strict confidentiality by the researcher. Respondents “anonymity was kept so that participants would feel free and safe to express their ideas. Issues regarding employee” personal data, policies and strategies of the company and other highly classified information that need to be kept confidential were done same, and finally the researcher fully acknowledges the works all authors that researcher have been used for this study.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter analyzes, interprets and presents the data which were gathered for the completion of this study. During the study, questionnaires were conducted to collect the necessary data. The data collected from employees using the questionnaire distributed is presented with the help of tables and figures. Next to this the data analysis and interpretation is made under each table and figure. To conduct this research, totally two hundred ninety-three (100%) questionnaires were distributed to selected non-management staffs. The researcher has made extensive follow-up procedures to produce largest possible rate of return. Based on the computation of response rate out of 293 (100%) questionnaires sent to the respondent 275 usable questionnaires were collected and used for further analysis which makes the response rate of 93.86%. were returned and only 18 (6.14%) respondents were unable to return back the questionnaires. As already mentioned in the statement the total rate of return is 93.86% and this is used to make analysis on the study.

4.2 Sample and response rate

Since the previously determined sample size has been 293 in number and in accordance with this, 293 questionnaires were distributed in the selected target group of ethio telecom workers and 285 answered questionnaires were returned, which is 97% of the total distributed questionnaires. After checking the returned questionnaires, the 275 questionnaires were valid for statistical analysis. Ultimately, 94% of the total questionnaires distributed entered the analysis.

4.3 Descriptive Statistics

4.3.1 Demographic Characteristics of Respondents

The first part of the questionnaire developed to gather all the necessary information consists of the demographic information of the respondents. This tried to gather information concerning personal and professional demographic characteristics of respondents. Accordingly, the following variables about the respondents were summarized and described in the figure below.

These variables include: Gender, Marital Status, Age group, level of education and type of profession the employees have in the organization. The demographic information of the participant employees is presented below by using table and figure.

Table 4.1 Profile of Respondents

S.N	Variables	Type	Frequency	Percent	Valid Percent	Cumulative Percent
1	Gender	Male	116	42.2	42.2	42.2
		Female	159	57.8	57.8	100
Total			275	100	100	
2	Marital Status	Single	178	64.7	64.7	64.7
		Married	95	34.5	34.5	99.3
		Divorced	2	0.7	0.7	100
Total			275	100	100	
3	Age Group	20 to 25	69	25.1	25.1	25.1
		26 to 30	187	68	68	93.1
		31 to 39	14	5.1	5.1	98.2
		Above 40	5	1.8	1.8	100
Total			275	100	100	
4	Level of Education	College Diploma	40	14.5	14.5	14.5
		First Degree	193	70.2	70.2	84.7
		Master's Degree	42	15.3	15.3	100
Total			275	100	100	
5	Type of Profession	Contact Center Advisor	251	91.3	91.3	91.3
		Contact Center Coach	20	7.3	7.3	98.5
		Contact Center Supervisor	4	1.5	1.5	100
Total			275	100	100	

As shown in the above Table 4.1, employees' gender composition shows 116 of the respondents are male and 159 of them are female. This shows 42.18% of them are males where as 57.82% of the respondents are females. This indicates that relatively well distributed the number of proportions between male and female employees in the sample.

As per the collected data of, the marital status of the respective participants looks like this. The sample is highly dominated by single individuals; who consist of about 65% followed by those persons who are enclosed in marriage which are about 35% and less than a percent takes the share of divorced condition.

We can also see the age composition of employees who are incorporated in the research work. As shown in the above table, 69 employees that hold 25% of the respondents fall under the age between 20 to 25 years; and majority of the respondents fall in the age category of 26 to 30 years constitute 68% of the respondents. However, the numbers of respondent between the age 31 to 39 years and those who are 40 and above are 5.1% and 1.8% respectively. This implies that majority of the respondents are less than thirty years i.e., they are youngsters.

With respect to the level of education, 193 or 70.2% of current employee respondents are first degree holders, and about 42 or 15.3% of the respondents have master's degree. Also 40 or 14.5% of the respondents have college diploma. Having this much (84.70%) higher qualified manpower is an opportunity for the organization for competitive advantage over the other enterprise. However, there are also a significant number of employees at diploma level that constitutes 40 or 14.5% from the total respondent. Generally, this implies the respondents have enough level of knowledge to respond questions regarding the existing reward management practices and the effect of employee motivation.

Finally, under type of professional, the above table indicates the respondents' profession in their current organization. Generally, respondents' current job position is categorized in to three. As revealed in the above table, respondents under contact center adviser constitute about 91.3% or 251 of the total respondents and about 20 or 7.3% of the respondents are contact center coach the rest 4 or 1.5% are contact center supervisor.

When we come to the perspective of our respondents' profession, and try to take a look on their mix, table will indicate us that majority of them about 91% is from contact center advisor followed by contact center coach about 7% and the rest share is taken by supervisor.

4.4 Reliability Test

Reliability is used to test the internal consistency among the variables or items through a summated scale (Hair et al., 1996). Cronbach’s Alpha is used to measure how well a set of items (or variables) measure a single uni-dimensional latent construct. (Malhotra, 2007). Cronbach’s Alpha is low when data have a multi-dimensional structure. Malhotra, (2007) suggests that an alpha of 0.60 or greater should be considered adequate to develop a new questionnaire. Therefore, a low coefficient alpha indicates the sample of items perform poorly in capturing the construct motivating the measure. Conversely, a large coefficient alpha implies that the k-items test correlates with the true scores closely Malhotra, (2007).

Cronbach’s alpha is most commonly used when we want to assess the internal consistency of questionnaires (or survey) that is made up of multiple Likert-type scales and items. Accordingly, the Cronbach alpha value for all the scales was found to be greater than 0.6. As can be seen from Table 4.2 for all the scales the value for Cronbach alpha is closer to one; except the 2nd variable which is even closer to 0.6 and it is possible to accept it.

Table 4.2 Result for Reliability Test for the six IVs and one DV”

No	Variable	Cronbach-Alpha	No. of items
1	Payment	0.644	5
2	Promotion	0.587	4
3	Recognition	0.711	4
4	Benefits	0.814	4
5	Work Content	0.752	7
6	Working Conditions	0.828	5
7	Employee Motivation	0.704	12
8	All variables	0.790	41

Source-Survey results

And as we can take a look from the table 4.2 above the overall value of Cronbach Alpha is 0.790 and which meets the necessary requirement and the questionnaires are reliable enough to measure our intended research work.

4.5 Descriptive Analysis of Variables

As per the data collected and indicated in Table 4.3 of the first variable which is the influence of Payment on employees' motivation, the following result is obtained. The influence of payment on employees' motivation is found to be above average.

Table 4.3 Payment

No	Questionnaires details	N	Mean	Std. Deviation
1.1	My salary is satisfactory in relation to what I do	275	4.16	0.905
1.2	I earn the same as or more than other people	275	4.06	0.906
1.3	The basis of payment is reasonable	275	4.11	0.833
1.4	Salary increases are decided on a fair manner	275	3.96	1.023
1.5	There is reasonable periodical salary increment	275	3.97	1.023
Valid N (listwise)				
Grand Total of Payment $20.26/5= 4.05$				

Source-Survey results

When there is a hope of being promoted, it is clear that promotion plays a positive role for the employees' motivation and the average of the data collected as per the Table 4.3 supports this idea too. As we can see from the table of the responses gathered from the participants, the average response is by far more than the moderate value.

Table 4.4 Promotion

No	Questionnaires details	N	Mean	Std. Deviation
2.1	I will be promoted within the next two years	275	4.26	.822
2.2	Everyone has an equal chance to be promoted	275	4.07	.868
2.3	Staff are promoted in a fair and honest way	275	4.16	.796
2.4	Employees with a given level of qualification have equal opportunity to get promoted	275	4.09	.996
Grand Total of Payment $16.58/4= 4.15$				

Source-Survey results

Recognition in the workplace plays a great role in enhancing motivation to employees; and hence the data indicated in the Table 4.5 will tell us that just more than the average the participants have responded where the expected recognition lies.

Table 4.5 Recognition

No	Questionnaires details	N	Mean	Std. Deviation
3.1	I am praised regularly for my work	275	3.81	1.121
3.2	I receive constructive criticism about my work	275	4.13	.896
3.3	I get credit for what I do	275	4.07	.885
3.4	I am told that I am making progress	275	3.99	1.011
	Valid N (listwise)	275		
Grand Total of Payment 16/4= 4				

Source-Survey results

What about the benefit packages towards the development of employee’s motivation? It is crystal clear that motivation is also a function of benefits.

The expectancy theory – formulated by Edward Tolman in the 1930s – (whereby behavior rests on the instinctive tendency for individuals to balance the value of expected benefits against the expenditure of energy) falls into the same ‘stimulus-response’ approach to motivation. It does demonstrate, however, that an individual’s strength of motivation can be affected by the expectations of outcomes from certain actions *and* further strengthened by the individuals preferred outcome, as demonstrated by Victor Vroom in the 1960s. It pays; therefore, in external stimuli to bear in mind that:

1. The routes to desired outcomes for individuals and teams are clear; and
2. Individuals perceive the rewards or punishments in different ways according to their own values.

When we come to our case, the existing situations of the expected benefits are somewhat good even though much more efforts are expected to improve it. The average responses of the 275 participants indicated that 4.25 the mean value is good.

Table 4.6 Benefits

No	Questionnaires details	N	Mean	Std. Deviation
4.1	My pension benefits are good	275	4.25	.900
4.2	My medical scheme is satisfactory	275	4.20	.874
4.3	I never have problems with my arrangements for leave	275	4.27	.802
4.4	Employees have good awareness about the total benefit package	275	4.18	.948
	Valid N (listwise)			
Grand Total of Payment 16.9/4=4.23				

Source-Survey results

The other independent variable to be studied was the work content of the selected organization. Under this variable there are seven sub-variables to be assessed and their average respective answers 4.13 as indicated in the Table 4.7. Which is still above average response; but it does not mean no improvement is required in this regard. Anyways at least for the time being our selected participants are somewhat satisfied with the current work content of the contact center professionals for ethio telecom.

Table 4.7 Work Content

No	Questionnaires details	N	Mean	Std. Deviation
5.1	I am interested in my work	275	4.25	.811
5.2	The amount of work is easy to handle	275	4.05	.956
5.3	I control the amount of work I do by myself	275	4.03	.920
5.4	I am completely independent of others	275	4.11	.963
5.5	I know exactly what my tasks are	275	4.13	.920
5.6	I am proud to say what kind of work I do	275	4.19	.883
5.7	I have a certain degree of authority in my work	275	4.12	.898
	Valid N (listwise)	275		
Grand Total of Payment 28.88/7=4.13				

What comes next is the evaluation of working conditions, and under these sub-titles there are also five questions. As per the responses collected from the participants here is the average 4.35 which is above average too. But we have to take into account that even those collected data is nearly above average, the result also indicates us a lot has to be done to improve the scenario.

Table 4.8 Working Conditions

No	Questionnaires details	N	Mean	Std. Deviation
6.1	My working hours are reasonable	275	4.42	.691
6.2	I am never overworked	275	4.37	.726
6.3	I get the opportunity to mix with my colleagues and to communicate on aspects of our work	275	4.36	.723
6.4	Basic resources are available for my work	275	4.36	.767
6.5	I communicate well with customers	275	4.22	.902
	Valid N (listwise)	275		
Grand Total of Payment 21.73/5=4.35				

The next variable to be assessed is the dependent variable; which is the Employee Motivation. Under this, there are twelve sub-questions that have been dispatched to the respondents and the collected data is depicted in the table 4.9 below. As per the table, the average result is 4.56 which is still above the average.

Table 4.9 Employee Motivation

No	Questionnaires details	N	Mean	Std. Dev.
7.1	Salary is the most important attribute towards employee motivation	275	4.20	.853
7.2	Management is interested in motivating employees	275	4.13	.913
7.3	Management involves me in the decision making in connected to my department.	275	4.05	.946
7.4	Management is interested in motivating individuals like me	275	4.06	.957
7.5	The job security in ethio telecom makes employees motivated	275	4.04	.907
7.6	Periodical increment in salary makes me motivated the most	275	4.05	1.000
7.7	Employees are motivated with the job that provides variety	275	4.18	.894
7.8	Employees will get motivated by being given freedom to organize own work	275	4.34	.783
7.9	I am satisfied with the support I am getting from HR Department	275	4.31	.933
7.10	Goals set by the organization motivate me to work harder	275	4.36	.827
7.11	Effective promotional opportunities increase the motivational level	275	4.37	.721
7.12	High level of job satisfaction increases the motivation level of employees	275	4.41	.726
	Valid N (listwise)	275	4.20	.853
Grand Total of Payment 54.7/12=4.56				

4.6 Correlation

Pearson correlation test was conducted to know the degree of relationship between the independent variables, which are Payment, Promotion, Recognition, Benefits, Work Content, and Working Condition and the dependent variable Employee Motivation. As it is indicated in the table the independent variables Payment, Promotion, Recognition, Benefits, Work Content, and Working Condition have a significant positive correlation with the dependent variable Employee Motivation with correlation coefficient 0.128, 0.081, 0.178, 0.164, 0.022, and 0.410 respectively. The results of the correlation between these variables are shown in Table 4.10. As we can see from the table, all the independent variables and dependent variable are positively correlated; which is to mean that the dependent variable is a function of the independent variables.

Table 4.10 Correlation Coefficients

		Payment	Promotion	Recognition	Benefit	Work Content	Working Condition	Motivation
Payment	Pearson Correlation	1	.045	.063	.081	.084	.088	.128*
	Sig. (2-tailed)		.459	.297	.180	.164	.147	.034
	N	275	275	275	275	275	275	275
Promotion	Pearson Correlation	.045	1	.020	-.063	.105	.038	.081
	Sig. (2-tailed)	.459		.738	.299	.082	.535	.182
	N	275	275	275	275	275	275	275
Recognition	Pearson Correlation	.063	.020	1	.323**	.433**	.094	.178**
	Sig. (2-tailed)	.297	.738		.000	.000	.119	.003
	N	275	275	275	275	275	275	275
Benefit	Pearson Correlation	.081	-.063	.323**	1	.390**	.017	.164**
	Sig. (2-tailed)	.180	.299	.000		.000	.775	.006
	N	275	275	275	275	275	275	275
Work Content	Pearson Correlation	.084	.105	.433**	.390**	1	.054	.022
	Sig. (2-tailed)	.164	.082	.000	.000		.370	.721
	N	275	275	275	275	275	275	275
Working Condition	Pearson Correlation	.088	.038	.094	-.017	.054	1	.410**
	Sig. (2-tailed)	.147	.535	.119	.775	.370		.000
	N	275	275	275	275	275	275	275
Motivation	Pearson Correlation	.128*	.081	.178**	.164**	.022	.410**	1
	Sig. (2-tailed)	.034	.182	.003	.006	.721	.000	
	N	275	275	275	275	275	275	275

*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).

4.7 Regression Analysis

Regression analysis is a mathematical measure of the average relationship between two or more variables in terms of the original units of the data. Regression clearly indicates the cause and effect relationship between the variables. In regression, the variable corresponding to cause is taken as independent variable and the variable corresponding to effect is taken as dependent variable. Now it is time to analyze the extent of relationship of the six independent variables

which are (Payment, Promotion, Recognition, Benefits, Work Content and Working Conditions) and in connection to the dependent variable called Employee Motivation by using multiple regression analysis. Multiple Regression analysis is the study of how a dependent variable y is related to two or more independent variables (Wooldridge, 2013). And hence, the dependent variable the so called “employee motivation” in the case of ethio telecom has been analyzed in connection to the six selected independent variables.

4.8 Assumption test

Meeting the assumptions of regression analysis is necessary to confirm that the obtained data truly represented the sample and that researcher has obtained the best results (Hair et al., 1998). Two assumptions for regression analysis used in this study will be discussed for the individual variables: multi-collinearity and linearity (Hair et al., 1998). In the following paragraphs, each assumption is explained.

4.8.1 Multi-Collinearity

We use the term *independent variable* in regression analysis to refer to any variable being used to predict or explain the value of the dependent variable. The term does not mean, however, that the independent variables themselves are independent in any statistical sense. On the contrary, most independent variables in a multiple regression problem are correlated to some degree with one another (Anderson, 2011). Statisticians have developed several tests for determining whether multicollinearity is high enough to cause problems. According to the rule of thumb test, multicollinearity is a potential problem if the absolute value of the sample correlation coefficient exceeds .70 for any two of the independent variables.

Multicollinearity refers to the situation in which the independent/predictor variables are highly correlated. When independent variables are multicollinear, there is “overlap” or sharing of predictive power (Dillon, 1993). This may lead to the paradoxical effect, whereby the regression model fits the data well, but none of the predictor variables has a significant impact in predicting the dependent variable (Robert, 2006). This is because when the predictor variables are highly correlated, they share essentially the same information. Thus, together, they may explain a great

deal of the dependent variable but may not individually contribute significantly to the model (Robert, 2006). Thus, the impact of multicollinearity is to reduce any individual independent variable's predictive power by the extent to which variables may contribute uniquely and significantly to the prediction model after the others are included.

The multicollinearity in this study was checked using the Tolerance and VIF value. As it is showed in the Table 4.11 all independent variables have a Tolerance value greater than 0.2 and a VIF value less than 10. The VIF, which stands for variance inflation factor, is computed as "1/tolerance," and it is suggested that predictor variables whose VIF values are greater than 10 may merit further investigation (Robert, 2006). Tolerance value and VIF: $1-R^2_k$ and $1/1-R^2_k$ respectively

The tolerance value is defined as $1-R^2_k$, R^2_k is the coefficient of determination for regression of the independent variable on another independent variable (Jeeshim, 2002). And hence the regression of the mentioned independent variable with respect to other independent variables and their respective R-Square values are $R^2_{PAA1}=0.0211$, $R^2_{PRA2}=0.027$, $R^2_{REA3}=0.223$ and $R^2_{BEA4}=0.195$ $R^2_{WCA5}=0.274$, $R^2_{WCDA6}=0.0211$ and then $1-0.0211$ for PAA1 = 0.979 in a similar fashion the remaining parts of the table have been filled and the reciprocal of these values will give us the VIF value. See Table 4.11.

Table 4.11 Collinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
PAA1 -Payment	$1-0.0211=0.979$	1.021
PRA2 -Promotion	$1-0.027=0.973$	1.028
REA 3- Recognition	$1-0.223=0.777$	1.287
BEA4- Benefit	$1-0.195=0.805$	1.242
WCA5 –Work Content	$1-0.274=0.726$	1.376
WCDA6 –Working Condition	$1-0.0211=0.979$	1.021

As per the discussion (Jeeshim, 2002), multicollinearity is a high degree of correlation (linear dependency) among several independent variables. The author has also briefed that the symptoms of multicollinearity may be observed in situations:

1. Small change in the data produce wide swings in the parameter estimates
2. Coefficients may have very high standard errors and low significant levels even though they are jointly significant and the R² for the regression is quite high
3. Coefficients may have the “wrong” sign or implausible magnitude.

4.8.2 Linearity

The linearity of the relationship between the dependent and independent variable represented the degree to which the change in the dependent variable is associated with the independent variable (Hair et al., 1998). In a simple sense, linear models predict values falling in a straight line by having a constant unit change (slope) of the dependent variable for a constant unit change of the independent variable (Hair et al., 1998). Conventional regression analysis will underestimate the relationship when nonlinear relationships are present, i.e., R² underestimates the variance explained overall and the betas underestimate the importance of the variables involved in the non-linear relationship (Malhotra et al. 2007). Substantial violation of linearity implies that regression results may be more or less unusable (Malhotra et al. 2007).

The scatter plot of standardized residuals versus the fitted values (see, Appendix A) for the regression models were visually inspected. The plots did not reveal any systematic pattern, thus providing support for the specified linear relationship, as suggested by (Malhotra et al. 2007).

4.8.3 Normality

In terms of this assumption, a check for normality of the error term is conducted by a visual examination of the normal probability plots of the residuals (Malhotra et al., 2007). Malhotra et al. (2007) propose that normal probability plots are often conducted as an informal means of assessing the non-normality of a set of data. According to Hair et al. (1998), the plots are different from residuals plots in that the standardized residuals are compared with the normal distribution. In general, the normal distribution makes a straight diagonal line, and the plotted

residuals are compared with the diagonal (Hair et al., 1998). If a distribution is normal, the residual line will closely follow the diagonal (Hair et al., 1998). Malhotra et al. (2007) explain that the “correlation coefficient” will be near unity if the data fall nearly on a straight line. The “correlation coefficient” will become smaller if the plot is curved. The normality probability plots were plotted to assess normality (Appendix A). The P-P plots were approximately a straight line instead of a curve. Accordingly, the residuals were deemed to have a reasonably normal distribution, as suggested by Hair et al. (1998)

4.9 Assumptions for Multiple Regressions

As per the explanation discussed by (Bluman, 2007), the assumptions for multiple regressions are stated below.

1. For any specific value of the independent variable, the values of the y variable are normally distributed. (This is called the *normality* assumption.)
2. The variances (or standard deviations) for the y variables are the same for each value of the independent variable. (This is called the *equal-variance* assumption.)
3. There is a linear relationship between the dependent variable and the independent variables. (This is called the *linearity* assumption.)
4. The independent variables are not correlated. (This is called the *non-multicollinearity* assumption.)
5. The values for the y variables are independent. (This is called the *independence* assumption.)

More or less, the major assumptions have been treated in the previous section of under assumption tests. And hence, by now researcher can proceed to the next level to apply regression analysis.

In multiple regressions we use an equation of

$$Y = B_0 + B_1X_1 + B_2X_2 + \dots + B_nX_n + \epsilon$$

Where Y = the Predicted Dependent Variable

$B_0 = \text{Constant}$ B_1, B_2 and B_n unstandardized regression coefficients

X_1, X_2 and x_n are the explanatory variables (or repressors), and the error term ε (the Greek letter epsilon) is a random variable.

In multiple regressions, as in simple regression, the strength of the relationship between the independent variables and the dependent variable is measured by a correlation coefficient. This **multiple correlation coefficient** is symbolized by R . The value of R can range from 0 to 1; R can never be negative. The closer to 1, the stronger the relationship; the closer to 0, the weaker the relationship. The value of R takes into account all the independent variables and can be computed by using the values of the individual correlation coefficients (Bluman, 2007).

Table 4.12. Regression Analysis Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.500 ^a	.250	.233	.37198

a. Predictors: (Constant), WCDA6, BEA4, PRA2, PAA1, REA3, WCA5

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.352	6	2.059	14.878	.000 ^b
1 Residual	37.083	268	.138		
Total	49.436	274			

a. Dependent Variable: MTA7

b. Predictors: (Constant), WCDA6, BEA4, PRA2, PAA1, REA3, WCA5

Where PA1 = is payment; PR2 = promotion; RE3 =Recognition BE4 = Benefits; WC5 =Work Content; WD6= Working conditions

The above regression table summarizes the model performance with relevant analysis. **R** represents the multiple correlation coefficient with a range lies between -1 and +1. Since the R value is 0.500, it means the six independent variables of employee motivation which are payment, promotion, recognition, benefits, work content and working conditions have a positive relationship with employee motivation in the case of ethio telecom.

R square represents the coefficient of determination and ranges between 0 and 1. Since the R square value is 0.023, 23% of the variation, in the measurement (employee motivation) function can be explained by payment, promotion, recognition, benefits, and work content and working conditions. The remaining 73% of variations on employee motivation are explained by other variables out of this model or variables which are not incorporated in this study.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.837	.327		5.622	.000
1 Payemetn	.111	.038	.158	2.962	.003
Promotion	.072	.040	.097	1.806	.072
Recognition	.079	.035	.134	2.239	.026
Benefit	.109	.035	.181	3.072	.002
Work Content	-.113	.046	-.153	-2.471	.014
Working Condition	.302	.039	.419	7.829	.000

a. Dependent Variable: Motivation

From the above ANOVA table F value is significant (significant value is less than 0.05) it means dependent variable is significantly affected by the respective independent variable.

The above regression model coefficient table reports the coefficients for payment, recognition, benefits, work content and working condition help improving employee motivation significantly. But as per the coefficient for promotion, its contribution is not significant.

4.10 Discussion of Research Result

Just by referring the ANOVA table and model summary value, out of the six independent variables, promotion is found to influence less on motivation; however, the other five which are payment (0.003) the allowed error is less than 5% and accuracy level will be 99.997%; with similar fashion, Promotion(0.072) or 7.2% more than the allowed 5% that is why we said it insignificant; but for recognition (0.026) or 2.6% within the range of the allowed error; work content (0.014) or 1.4% still within the allowed range and when we see the six independent variable or working condition (0.000) just 0%.

More or less the selected independent variables can bring significant difference positively or negatively in the accomplishment of organizations' goals if properly or poorly managed respectively. As stated by different scholars and even as we can notice from our day to day activities, human resources are the most wasted resources. To bring significant and huge organizational development, and to be productive enough sound leadership and management practices are paramount important.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

In this chapter, the summary, conclusion, and the possible recommendation are presented, discussed and described in a brief and comprehensive manner.

5.2 Summary of the Study

The objective of this study was to analyze the relationship between reward management and employee motivation in the case of ethio telecom workers of contact center professionals found here in the metropolis. The analysis of results revealed that there is a significant positive relationship between the six independent variables and one dependent variable:

- Collected data are coded, discussed, analyzed, summarized and communicated or reported as per the standards of the research thesis by using SPSS Version 20.
- About 293 respondents were engaged in this study and the six independent variables and one dependent variable have been thoroughly examined, discussed, analyzed and presented to the concerned body.
- Demographically our targeted respondents are female dominant; in the case of marital status, they are single dominant about 65%; if age is taken into account out of all 68% are between 26 and 30; when we take their profession into consideration, the majority of the share is taken by contact center advisors; and finally when we take a glance on their level of education, they are 1st degree dominant which is about 70% of the total respondents.
- Cronbach Alpha reliability and other assumptions are checked for meeting minimum criteria for the forthcoming statistical analysis
- The Bivariate Correlation has been also checked. There is a positively related condition between the dependent variables and independent variable.
- As per the findings the level of payment is found positively related with employees' motivation; the average result collected was 4.05
- When we come to the second variable which is the effect of promotion on employees' motivation the response gathered is found about 4.15

- The importance of Recognition on employees' motivation is what comes next and the response found depicted that 4.00 out of 5 of Likert Scale.
- Benefits are one of the very essential elements in the process of employee motivation and hence, the data gathered disclose that 4.23.
- The work content and the employees' motivation have shown us strong relationship which is 4.13. and then, relationship between the working condition and employees' motivation of the ethio telecom call center have found positively related with an average value of 4.35.
- As per this particular research out of the six independent variables, the second variable which is named promotion has been found insignificantly affect the levels of employee motivation however, all the others have found significantly influenced the dependant variables since the allowed errors are below 5% or in other words, more than 95% accuracy have been achieved.

5.3 Conclusion of the Study

Motivation serves as a fuel for the successful achievement of organizational as well as personal objectives. The finding showed the mean values for payment, promotion, benefit, recognition, working condition, and work content are somewhat good. Therefore, mean values indicating those areas where employees were most likely to be satisfied. It therefore appears that the overall analysis about perception of employees towards the current reward practice of the company as being enough to satisfy the motivation level of employees.

The independent variables (Payment, benefit, promotion, recognition and working condition) are positively and significantly related to employee motivation as this variable change directly affect employee motivation.

There is also moderate positive and significance between extrinsic reward and employee motivation. On other side, there is positive relation with intrinsic reward but not significant. However, this is different from as the study conducted by Dahlgvist & Matsson, they conclude that extrinsic rewards are to some extent old-fashioned and employees are nowadays searching

for rewards beyond solely monetary rewards, are to a larger extent motivated by intrinsic rewards. Due to the fact that, according to (Spector, 1985) employee motivation is different due to many factors like culture, countries economy status of society and others environment. However, nowadays in this country context this result it might be true because employees move here and there in order to get better salary and better benefits are as priority, therefore they prefer extrinsic rewards first rather than intrinsic rewards.

According to regression model indicates that 25% of variance that explained the employee motivation of ethio telecom contact center professional in terms of reward practices dimensions (Independent variables). The model also indicates that, the remaining 75% of the variance can be explained by other variables.

5.4 Recommendation

Based on the result of this study, one can understand that the six independent variables which are payment, promotion, recognition, benefit, work content, and working condition can bring significant positive result on employees' motivation as long as it is properly implemented; but the unpredictable nature of human behavior makes this management practice very difficult to tackle this challenge proficient and skillful leadership practice with sound managerial systems are paramount important; specifically by referring this research, the researcher would like to recommend the following points based on the conclusion have been mentioned.

- As a giant and sole producer firm for the telecom business, ethio telecom should pay due attention in properly managing the above-mentioned independent variables on their influence on motivation.
- Since the influence of payment on employees' motivation is found to be above average, the company should pay competitive, reasonable and attractive payment in order to get and retain competent and motivated employee.
- Ethio telecom should also give for its employee opportunity for promotion and it should be fair and transparent and acceptable criteria in order to get the best out of motivated employee. Since the average response is by far more than the moderate value.

- With similar fashion when we come to in the case recognition practice of the ethio telecom needs significant improvement at least to the level of the participant's expectation, if things are conducive enough exceeding the internal customers' expectation is recommended.
- Since the expected benefits, work content and working condition are somewhat good much more efforts are expected to improve it. Ethio telecom should optimum benefit package and quality supervision also enhancing employee work motivation should further be encouraged.
- In general, the effectiveness of reasonable payment & benefits, opportunity for promotion and recognition, convenient work place, relatively variety of work content & quality of supervision are directly affecting employee motivation. Therefore, the proper implementation of all these aspects leads to high employee motivation because of without employee motivation, organization cannot achieve its objectives. A study investigated motivated employee have commitment, belongings, loyalty, responsibility and luck the value of work done.
- The study also recommends that future research may explore to find out other unaddressed variables, since motivation of employees affected by many factors other than reward.

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Annex

Appendix A-SPSS OUTPUTS FOR QUESTIONNAIRES

1.1 my salary is satisfactory

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	11	4.0	4.0	4.0
Neutral	61	22.2	22.2	26.2
Agree	77	28.0	28.0	54.2
Strongly agree	126	45.8	45.8	100.0
Total	275	100.0	100.0	

1.2 I learn the same as

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.4	.4	.4
disagree	15	5.5	5.5	5.8
neutral	54	19.6	19.6	25.5
agree	102	37.1	37.1	62.5
strongly agree	103	37.5	37.5	100.0
Total	275	100.0	100.0	

1.3 The basis of payment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	8	2.9	2.9	2.9
neutral	58	21.1	21.1	24.0
agree	106	38.5	38.5	62.5
strongly agree	103	37.5	37.5	100.0
Total	275	100.0	100.0	

1.4 salary increase

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	1	.4	.4	.4
disagree	27	9.8	9.8	10.2
neutral	62	22.5	22.5	32.7
agree	77	28.0	28.0	60.7
strongly agree	108	39.3	39.3	100.0
Total	275	100.0	100.0	

1.5 There is reasonable periodical salary increment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	36	13.1	13.1	13.1
Valid neutral	40	14.5	14.5	27.6
Valid agree	96	34.9	34.9	62.5
Valid strongly agree	103	37.5	37.5	100.0
Total	275	100.0	100.0	

2.1 I will be promoted

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	11	4.0	4.0	4.0
Valid Neutral	33	12.0	12.0	16.0
Valid agree	104	37.8	37.8	53.8
Valid strongly agree	127	46.2	46.2	100.0
Total	275	100.0	100.0	

2.2 Everyone has equal chance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	11	4.0	4.0	4.0
Valid neutral	61	22.2	22.2	26.2
Valid Agree	100	36.4	36.4	62.5
Valid Strongly agree	103	37.5	37.5	100.0
Total	275	100.0	100.0	

2.3 Staff are promoted

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.4	.4	.4
Valid disagree	8	2.9	2.9	3.3
Valid Neutral	38	13.8	13.8	17.1
Valid Agree	126	45.8	45.8	62.9
Valid strongly disagree	102	37.1	37.1	100.0
Total	275	100.0	100.0	

2.4 Employees with a given level of qualification have equal opportunities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	2	.7	.7	.7
Valid disagree	20	7.3	7.3	8.0
Valid neutral	53	19.3	19.3	27.3
Valid agree	77	28.0	28.0	55.3
Valid strongly agree	123	44.7	44.7	100.0
Total	275	100.0	100.0	

3.1 I am praised

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	11	4.0	4.0
	disagree	20	7.3	11.3
	neutral	77	28.0	39.3
	agree	69	25.1	64.4
	strongly agree	98	35.6	100.0
	Total	275	100.0	100.0

3.2 I receive constructive criticism

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	9	3.3	3.3
	Neutral	67	24.4	27.6
	agree	77	28.0	55.6
	strongly disagree	122	44.4	100.0
	Total	275	100.0	100.0

3.3 I get credit

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	12	4.4	4.4
	neutral	63	22.9	27.3
	agree	95	34.5	61.8
	strongly agree	105	38.2	100.0
	Total	275	100.0	100.0

3.4 I am told that I am

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	.7	.7
	disagree	20	7.3	8.0
	neutral	70	25.5	33.5
	agree	71	25.8	59.3
	strongly agree	112	40.7	100.0
	Total	275	100.0	100.0

4.1 My pension benefits

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	1.1	1.1
	disagree	8	2.9	4.0
	neutral	43	15.6	19.6
	agree	83	30.2	49.8
	strongly agree	138	50.2	100.0
	Total	275	100.0	100.0

4.2 my medical scheme

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	.4	.4	.4
	disagree	11	4.0	4.0	4.4
	neutral	44	16.0	16.0	20.4
	agree	96	34.9	34.9	55.3
	strongly agree	123	44.7	44.7	100.0
	Total	275	100.0	100.0	

4.3 I never have problems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	.4	.4	.4
	disagree	6	2.2	2.2	2.5
	neutral	37	13.5	13.5	16.0
	agree	105	38.2	38.2	54.2
	strongly agree	126	45.8	45.8	100.0
	Total	275	100.0	100.0	

4.4 employees be aware about the total benefit package

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	.4	.4	.4
	disagree	15	5.5	5.5	5.8
	neutral	52	18.9	18.9	24.7
	agree	73	26.5	26.5	51.3
	strongly agree	134	48.7	48.7	100.0
	Total	275	100.0	100.0	

5.1 I am interested

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	10	3.6	3.6	3.6
	neutral	34	12.4	12.4	16.0
	strongly agree	107	38.9	38.9	54.9
	5	124	45.1	45.1	100.0
	Total	275	100.0	100.0	

5.2 The amount of work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	1.1	1.1	1.1
	disagree	20	7.3	7.3	8.4
	neutral	40	14.5	14.5	22.9
	agree	108	39.3	39.3	62.2
	strongly agree	104	37.8	37.8	100.0
	Total	275	100.0	100.0	

5.3 I control the amount

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	4	1.5	1.5	1.5
Valid disagree	10	3.6	3.6	5.1
Valid neutral	58	21.1	21.1	26.2
Valid agree	105	38.2	38.2	64.4
Valid strongly agree	98	35.6	35.6	100.0
Total	275	100.0	100.0	

5.4 I am completely independent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	3	1.1	1.1	1.1
Valid disagree	15	5.5	5.5	6.5
Valid neutral	51	18.5	18.5	25.1
Valid agree	87	31.6	31.6	56.7
Valid strongly agree	119	43.3	43.3	100.0
Total	275	100.0	100.0	

5.5 I know exactly what my task is

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	11	4.0	4.0	4.0
Valid neutral	67	24.4	24.4	28.4
Valid agree	71	25.8	25.8	54.2
Valid strongly agree	126	45.8	45.8	100.0
Total	275	100.0	100.0	

5.6 I proud to say what kind of work I do

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	11	4.0	4.0	4.0
Valid neutral	53	19.3	19.3	23.3
Valid agree	85	30.9	30.9	54.2
Valid strongly agree	126	45.8	45.8	100.0
Total	275	100.0	100.0	

5.7 I have a certain degree of authority in my work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	10	3.6	3.6	3.6
Valid neutral	66	24.0	24.0	27.6
Valid agree	80	29.1	29.1	56.7
Valid strongly agree	119	43.3	43.3	100.0
Total	275	100.0	100.0	

6.1 My working hour is reasonable

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.4	.4	.4
Valid neutral	26	9.5	9.5	9.8
Valid agree	104	37.8	37.8	47.6
Valid strongly agree	144	52.4	52.4	100.0
Total	275	100.0	100.0	

6.2 I am never overworked

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	3	1.1	1.1	1.1
Valid neutral	31	11.3	11.3	12.4
Valid agree	101	36.7	36.7	49.1
Valid strongly agree	140	50.9	50.9	100.0
Total	275	100.0	100.0	

6.3 I get the opportunity to mix

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid neutral	40	14.5	14.5	14.5
Valid agree	96	34.9	34.9	49.5
Valid strongly agree	139	50.5	50.5	100.0
Total	275	100.0	100.0	

6.4 Basic resources are available for my work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	4	1.5	1.5	1.5
Valid neutral	37	13.5	13.5	14.9
Valid agree	90	32.7	32.7	47.6
Valid strongly agree	144	52.4	52.4	100.0
Total	275	100.0	100.0	

6.5 I communicate well with customers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	2	.7	.7	.7
Valid disagree	13	4.7	4.7	5.5
Valid neutral	37	13.5	13.5	18.9
Valid agree	94	34.2	34.2	53.1
Valid strongly agree	129	46.9	46.9	100.0
Total	275	100.0	100.0	

7.1 Salary is most important attribute towards employee motivation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.4	.4	.4
disagree	6	2.2	2.2	2.5
neutral	54	19.6	19.6	22.2
agree	91	33.1	33.1	55.3
strongly agree	123	44.7	44.7	100.0
Total	275	100.0	100.0	

7.2 mgt is interested in motivating employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.4	.4	.4
disagree	9	3.3	3.3	3.6
neutral	66	24.0	24.0	27.6
agree	77	28.0	28.0	55.6
strongly agree	122	44.4	44.4	100.0
Total	275	100.0	100.0	

7.3 mgt involves me in decision making connected to our dept

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	10	3.6	3.6	3.6
neutral	86	31.3	31.3	34.9
agree	59	21.5	21.5	56.4
strongly agree	120	43.6	43.6	100.0
Total	275	100.0	100.0	

7.4 mgt is really interested in motivating employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.4	.4	.4
disagree	15	5.5	5.5	5.8
neutral	67	24.4	24.4	30.2
agree	76	27.6	27.6	57.8
strongly agree	116	42.2	42.2	100.0
Total	275	100.0	100.0	

7.5 job security in the existing company is a good attribute to motivate employee

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	11	4.0	4.0	4.0
neutral	75	27.3	27.3	31.3
agree	82	29.8	29.8	61.1
strongly	107	38.9	38.9	100.0
Total	275	100.0	100.0	

7.6 periodical increase in salary motivate me the most

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	5	1.8	1.8	1.8
disagree	14	5.1	5.1	6.9
neutral	58	21.1	21.1	28.0
agree	82	29.8	29.8	57.8
strongly agree	116	42.2	42.2	100.0
Total	275	100.0	100.0	

7.7 employees are motivated with job variety

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	16	5.8	5.8	5.8
neutral	41	14.9	14.9	20.7
agree	95	34.5	34.5	55.3
strongly agree	123	44.7	44.7	100.0
Total	275	100.0	100.0	

7.8 employees get motivated by being given scope to organize own approach to work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	5	1.8	1.8	1.8
neutral	38	13.8	13.8	15.6
agree	90	32.7	32.7	48.4
strongly agree	142	51.6	51.6	100.0
Total	275	100.0	100.0	

7.9 I am satisfied with the support I am getting from HR Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	3	1.1	1.1	1.1
disagree	8	2.9	2.9	4.0
neutral	48	17.5	17.5	21.5
agree	58	21.1	21.1	42.5
strongly agree	158	57.5	57.5	100.0
Total	275	100.0	100.0	

7.10 Goals set by the organization motivate me to work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	7	2.5	2.5	2.5
neutral	41	14.9	14.9	17.5
agree	73	26.5	26.5	44.0
strongly agree	154	56.0	56.0	100.0
Total	275	100.0	100.0	

7.11 Effective promotional opportunities increase motivation level

	Frequency	Percent	Valid Percent	Cumulative Percent
disagree	1	.4	.4	.4
neutral	36	13.1	13.1	13.5
Valid agree	97	35.3	35.3	48.7
strongly agree	141	51.3	51.3	100.0
Total	275	100.0	100.0	

7.12 High level of Job satisfaction increases the motivation level of the employee

	Frequency	Percent	Valid Percent	Cumulative Percent
disagree	1	.4	.4	.4
neutral	36	13.1	13.1	13.5
Valid agree	88	32.0	32.0	45.5
strongly agree	150	54.5	54.5	100.0
Total	275	100.0	100.0	

Appendix B Questionnaires

I am conducting a research study on Reward Management Practices Effect on Employee Motivation in The Case of Ethio Telecom - Call Center for academic purposes. It would be greatly appreciated if you would assist by completing the attached questionnaire. The research will identify what factors motivate contact center professionals.

There are two sections to be completed. Firstly, there is a biographical questionnaire and secondly, there is a reward and motivation questionnaire.

It should take approximately 15 minutes to complete both questionnaires. Please note that there are no rights or wrong answers.

Please be assured that all responses will remain confidential, all respondents will remain anonymous and only grouped data will be presented.

Thank you for your willingness to complete this Questionnaire

Personal Profile or Demographic Data format

Please complete the following details for purposes of the research study by putting an “X” mark in the space provided.

1. Gender

a. Male

b. Female

2. What is your Marital Status?

a. Single

c. Divorced

b. Married

d. Windowed

3. Age Category

a. 20 to 25

c. 31 to 39

b. 26 to 30

d. 40+

4. Type of profession

a. Contact Center Adviser

c. Contact Center Supervisor

b. Contact Center Coach

d. Other _____

5. Level of Education

a. Certificate

d. Master's Degree

b. College Diploma

e. Other _____

c. First Degree

EMPLOYEE MOTIVATION QUESTIONNAIRES

It is fairly obvious that people differ from one another in what they need and expect to get from different areas of their lives. Please think about the work you do and because most jobs are not perfect, consider what would make it better from your point of view. Please put an “X” mark on your choice among the five options provided.

No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. PAYMENT						
1.1	My Salary is satisfactory in relation to what I do					
1.2	I earn the same as or more than other people in a similar job					
1.3	The basis of payment, for example overtime payment is reasonable					
1.4	Salary increases are decided on a fair manner					
1.5	There is reasonable periodical salary increment					
2. PROMOTION						
2.1	I will be promoted within the next two years					
2.2	Everyone has an equal chance to be promoted					
2.3	Staff are promoted in a fair and honest way					
2.4	Employees with a given level of qualification have equal opportunity to get promoted.					

3. RECOGNITION						
3.1	I am praised regularly for my work					
3.2	I receive constructive criticism about my work					
3.3	I get credit for what I do					
3.4	I am told that I am making progress					
4. BENEFITS						
4.1	My pension benefits are good					
4.2	My medical scheme is satisfactory					
4.3	I never have problems with my arrangements for leave					
4.4	Employees will be aware about the total benefit package provided					
5. WORK CONTENT						
5.1	I am interested in my work					
5.2	The amount of work is easy to handle					
5.3	I control the amount of work I do by myself					
5.4	I am completely independent of others					
5.5	I know exactly what my tasks are					
5.6	I am proud to say what kind of work I do					
5.7	I have a certain degree of authority in my work					
6. WORKING CONDITIONS						
6.1	My working hours are reasonable					
6.2	I am never overworked					
6.3	I get the opportunity to mix with my					

	colleagues and to communicate on aspects of our work					
6.4	Basic resources are available for my work					
6.5	I communicate well with customers					
7. Employee Motivation						
7.1	Salary is the most important attribute towards employee motivation					
7.2	Management is interested in motivating employees					
7.3	Management involves me in the decision making in connected to my department.					
7.4	Management is interested in motivating individuals like me					
7.5	The job security in ethio telecom makes employees motivated					
7.6	Periodical increment in salary makes me motivated the most					
7.7	Employees are motivated with the job that provides variety					
7.8	Employees will get motivated by being given freedom to organize own work					
7.9	I am satisfied with the support I am getting from HR Department					
7.10	Goals set by the organization motivate me to work harder					
7.11	Effective promotional opportunities increase the motivational level					
7.12	High level of job satisfaction increases the motivation level of employees					

Thank you for your kind cooperation!!!