



ASSESSMENT OF MOTIVATIONAL PRACTICES: THE CASE OF ETHIO-TELECOM, ADDIS ABABA ETHIOPIA

BY: Abinet Argaw (GSE/0815/05)

A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY COLLEGE OF
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FULFILLMENT OF THE REQUIREMENTS FOR MASTER OF ARTS DEGREE IN
HUMAN RESOURCE MANAGEMENT

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ETHIOPIA**

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DECLARATION

I, the undersigned, declare that this research project is my original work. All sources of materials used for the research project have been duly acknowledged. I further confirm that the research project has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name Signature

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Abstract

The main objective of this study was to assess the motivational practices that are being implemented in Ethio-Telecom. In this regard, Working Condition, Promotion, Work Content, Benefit, Payment and Recognition are assessed from varied dimensions. To deliver quality service, understanding individual motivation is required. A number of studies confirm that a well motivated employee has a great impact on organizational performance. The research design of this study is Descriptive and a questionnaire was administered to 144 respondents from four selected departments. The respondents were selected by using Stratified Random Sampling method. The data was collected using Standard Questionnaire specifically designed to capture responses to assess the motivational practices of the organization. The questionnaire was a five-point likert scale. Descriptive statistics such as standard deviation, mean, frequency and percentage was used to analyze the collected data. The data collected from the survey was analyzed using SPSS software version 20.0 and presented in the form of Descriptive Statistics. The main findings of this study indicated that there is motivational practice in Ethio-Telecom even though it is not formal and appropriate. The results have shown that respondents have felt unfair and injustice in the company's motivational practices.

Key Words: Working Condition, Promotion, Work Content, Benefit, Payment and Recognition.

CHAPTER ONE: Introduction

1.1 Background of the Study

Many organizations are concerned with what should be done to achieve sustained high levels of performance through people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and, importantly, the work they do and the organization context within which they carry out that work (Armstrong,2006). How to motivate employees has been one of the central concerns for many researchers and practitioners for decades.In order to stay in today's competitive environment, organizations should give attention to their employees. Motivating employees cannot be treated as a static approach to management.It is a continuous process of the management. There are different kinds of factors that affect organizational effectiveness. Motivation is one of the factors which have a great impact on employee's performance.Employees are the key to productivity, creativity and profit.

Many organizations would like to have their employee's motivated and ready to work, but do not understand what truly motivate an employee. Hiring and managing diverse, talented employees won't mean much to your organization's performance unless your people feel motivated to give their best on the job (keller,2007). Employee productivity increases can be achieved by knowing more about your employees and what motivates them. Effective channelization of the human resource can be attained through designing, implementing and proper practices of motivational techniques. The organizations with more motivated employees tend to be more effective than organizations with fewer motivated employees.Poor motivation may leads to grievance, employee turnover, absenteeism and tardiness. On the contrary, High performance is achieved bywell-motivated employees who are prepared to exercise discretionary effort (Armstrong, 2009). Manager's real challenge is creating an environment in which employee motivation is channeled in the right direction at an appropriate level of intensity and continues over time. The management should craft a motivation strategy to create conducive working environment and develop policies and practices that yield high productivity from employees.

Ethio-telecom is a government owned organization and providing integrated telecommunication services. It provides internet and telephone services. Even if it is a government owned organization, profitability is the major concern of the organization. A good management can maximize the profit by indentifying and efficiently managing the human resource of the organization by applying appropriate motivational techniques. The management of this organization is similar to other business organization in the country which is characterized by traditional way of managing the labor force and fails to utilize the best out of the human capital of the organization. Like other industries, the organization faces a number of challenges related to human resources including problem with employee work motivation. According to HR annual report employee's level of motivation is low and this is evident by low productivity and low work morale.

The main objective of study was to assess the motivational practices which are implementing in Ethio-Telecom. In this study, the researcher used relevant theories in the subject and checked whether the same holds in specific situations. Motivational factors like working condition, promotion, work content, benefit, payment and recognition were applied to assess the motivational practices of the organization. As the result the researcher recommend some points regarding to employee motivation.

The baseline of this research work lays on the assumption that High organizational performance is achieved by well-motivated employees (Armstrong, 2009).

1.2 Statement of the Problem

Human resource is one of the factors which determine the success and failure of the organization. Organizations with motivated and talented employees offering outstanding service to customers are likely to get ahead of the competition. Achieving organizational objective by implementing motivational techniques is great challenge for managers because it cannot be observed directly; it can only inferred from observed behavior (John, 2007). It might be difficult for the organization to know what motivates its employees because different employees have a variety of perceptions, aspirations and needs. Something that motivates someone might not motivate others. Motivating employees requires a profound understanding of individual differences, human nature and perceptions (Armstrong, 2010). Satisfying people's need by implementing motivational techniques is very challenging for managers.

Many organizations are reluctant to design and implement appropriate motivational practices. Poor motivation may lead to absenteeism, turnover, and reduction in productivity, disobedience of their employees. Neglecting to implement appropriate motivational techniques may lead to poor organizational performance.

From the researcher's point of view, Ethio-Telecom is not exercising formal and appropriate motivational techniques to enhance employee's performance. According to HR annual report employee's level of motivation is low and this is evident by low productivity and low work morale. To retain its employees, the organization needs to adequately motivate its employees by using appropriate motivational practices. It is the researcher's interest to assess the motivational practices that being implemented in the case company.

The researcher frequently visited the organization under study for some other business activities. During those visits the researcher usually observed employees complaining on the reward practices of the organization (salary, promotion, recognition and etc). Therefore the researcher presumed that the organization lacks motivational techniques. Therefore, the study was tried to assess the current motivational practices that is implementing in the Ethio-Telecom.

1.3 Basic Research Questions

Designing and implementing an appropriate motivational technique is become a great concern for many organizations. It is a challenge for companies to understand what factors that motivate their employees. This research was conduct to address the current motivational practices that applied by the organization. In carrying out the study, it was tried to answer the following basic questions:

How motivated are employees of the organization?

What is the perception of employees toward the working condition of the organization?

What is the perception of employees toward the promotional practice of the organization?

What is the perception of employees toward the work content of the organization?

What is the perception of employees toward the benefit that offered by the organization?

What is the perception of employees toward the payment that made by the organization?

What is the perception of employees toward the recognition practice of the organization?

What type of motivational practices being implemented in the firm?

1.4 Objectives of the Study

The general objective of this study was to assess the current motivational practices that implementing in case organization.

The specific objective of this study was:

1. Assess the perception of the employees toward the existing motivational practices
2. To uncover motivational techniques being used
3. Provide recommendations based on findings

1.5 Definition of Terms

Motivation: is concerned with the strength and direction of behavior and the

Factors that influence people to behave in certain ways (Armstrong, 2010)

Recognition: acknowledging individuals for good work (Armstrong, 2007)

Benefit: leave, medical, life insurance and vacation (Todd and Michael, 2003)

Promotion: further advancement (Kondalkar, 2007)

Working condition: free from accident and hazard, necessary equipment and supplies, relationship with supervisor and colleagues, suitable channel and fairly distributed job (Armstrong, 2010).

Payment: salary, wage, bonus (Armstrong, 2010)

Work content: task identity, task variety, task significance, autonomy and feedback (Robertson and Smith, 1985).

1.6 Significance of the Study

This paper was tried to cover the motivational practices that are being implemented in Ethio-telecom.

The study provides significant result about the motivational practices of the organization.

It gives indication to the organization to take remedial action.

The organization which the research had takes place and the other organizations become beneficiary.

It helps as a source document for those researchers who want to make further study on the area.

Create good understanding of the current motivational practices.

1.7 Delimitation of the Study

The research has both geographic and conceptual delimitations. On the geographical delimitation the case company has many branches offices in Addis Ababa. The research had takes place at Addis Ababa head office due to the following reasons:

First, all administrative and strategic decisions needed for the business is made in Addis Ababa head office.

Second, majority of the work forces are found at head office. The researcher believes that a representative sample could be drawn from this target population in order to reach on plausible conclusion.

Apart from the geographical delimitation, the research has the following points in the conceptual delimitation: The promotion, recognition, working environment, payment, work content and benefit are adopted from Herzberg's two factor theory.

1.8 Organization of the Research

This study has five chapters. The first chapter is the introductory of the study. It deal with background information, statement of the problem, basic research questions, objective of the study, significance of the study, research design and methodology, delimitation of the study, organization of the research report and so on. The second chapter deals with review of related literature. The third chapter discuss about design of the study, population, sample size, sampling, instrument used and so on. The forth chapter deal with data presentation, analysis and interpretation. It has summarized the finding of the study. The last chapter of this study deals with summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Motivation: An Overview

Many authors defined motivation in many ways. Pinder (1998) defined motivation as a set of energetic forces that originate both within and beyond an individual's being, to initiate work related behavior and to determine its form, direction, intensity and duration. According to Berleson and Steiner (1964) motivation is an inner state that energizes, activates and directs the behavior towards certain goals. V.G Kondalkar (2007) sees motivation as inner burning passion caused by needs that propels an individual to exert physical and mental energy to achieve desired objectives. Motivation is a driving force within a person which stimulates the individual to do something up to the target level in order to fulfill some need or expectation (Mullins, 2007).

The title of the study was assessment of motivation practices. The motivating factors: payment, working content, advancement, recognition, work environment and benefit was used to execute the study. The result indicated that these factors had great impact on employee work motivation. Especially working condition found as predominant motivating factor among other factors.

Human resource is one of the factors which determine the success and failure of the organization. Employees play a critical role on efficiency, effectiveness and sustainability of the organization. One way to improve the productivity is the effective utilization of the organizations' human capital. Employees are one of the most precious assets for the organizations to achieve their objectives and to maintain sustainable competitive advantage. Motivation is one of the factors that influence employee's level of efficiency, support

organizations to achieve goals and leads to stability of man power. The theories of motivation try to explain why workers behave the way they do. Diverse theories have been developed over the past years.

2.2 Theories of Motivation

There are two types of motivation namely content theory and process theory. Content theory of motivation concerned with 'what' motivate employees and process theory of motivation deals with 'how' motivation occurs.

2.2.1 Content Theory of Motivation

Content theory of needs focus on the underlining human needs that shape motivational drives (John, 2007). He adds that people will behave in ways that they think will satisfy some or all of their needs. According to Armstrong (2006) content theory of motivation states that unsatisfied needs create tension and disequilibrium. In order to restore the balance individuals identify goals and behavioral path ways that make them to satisfy their needs. Content theories of motivation are focus on the needs that people attempting to satisfy. It concerned with the needs that motivate people. Content theory of motivation incorporate:

1. Maslow's hierarchy of needs
2. Herzberg's two-factor theory
3. Alderfer's ERG theory
4. McClelland's 3 needs theory

2.2.1.1 Maslow's Hierarchy of Needs

Abraham Maslow in 1943 classified human needs in to five general categories. He classified human needs according to hierarchy, namely, physiological needs, safety and security needs, social needs, and self actualization. He assumed the first three needs (physiological needs, safety needs and social needs) as ‘lower order’ or deficiency and the second two needs (esteem and self-actualization) as ‘higher or growth needs.



Source: www.Maslow+need+theory

Physiological needs: are consist basic needs such as food, air, water, shelter and so on. In the organization settings, these needs are addressed by providing comfortable working environments, salaries sufficient to buy food, shelter and so forth.

Safety needs: consists of security, stability and freedom from threat. They relate to the need to feel safe and secure, to be free from the threats of physical and emotional harm. Many employers offer pension plans and job security to satisfy these needs at the workplace.

Social needs: includes relationship, acceptance and affection. In the organization, making friends at work, good relationships with co-workers' and Supervisors can help satisfy social needs.

Esteem needs: consists self-respect and respect from others. They are made up of the need for status and recognition as well as need for self-respect. Respected job titles, large offices, acknowledgement for contributions to the organizations are examples of these needs in the workplace.

Self-actualization: is a need of full utilization of one's potential. They include the needs to grow and develop one's capabilities and to achieve new and meaningful goals.

Maslow states that the lower order needs should be satisfy before the higher order needs met. Needs are hierarchal in nature and only one need dominates at one point of time. Once the strongest need is satisfied then the second need emerges (Kondalkar ,2006). He classified human needs by using a pyramid figure. Human needs are start from the bottom of the pyramid and work to achieve the next level. When the lower needs met, it will shift to the next level of the pyramid.

Maslow's theory of motivation has been criticized by many authors. There is little evidence to support the assumption that there is distinct, hierarchically ordered level of human needs. The concept of prepotency is difficult to verify and has never been proven (John, 2007). He argues that human behavior cannot be predicted and cannot categorize. Different people may have different needs depending on their perception and situation. Some people may have high social need and the other one may have high esteem need. People may have different priorities and it is difficult to accept that people's needs progress steadily up the hierarchy (Armstrong 2010). It is difficult to generalize the human needs in five categories. It is possible to skip from one need level to the other. John also argues that it is possible that people may be motivated to meet all needs simultaneously. Several needs can be emerged at one time. However there is many critics on Maslow's need theory, it can aware the organizations to identify their employee's needs. It shows how much human needs can influence the behavior of individuals.

From the above theory it can be understood that understanding and addressing employees need is critical to organization. Even if Maslow's need theory has its own strong and weak side, the theory could enhance the awareness of employers about the employee's need.

2.2.1.2 Herzberg's two-Factor Theory

In 1957 Frederic Herzberg develop Two-Factor theory namely, Hygiene factors and Motivators. He suggested that all variables that make people either good or bad about their job can be grouped in to one of the two categories (Robbins, 1998). The goal oriented factor as motivator includes achievement, recognition, growth, responsibility, and the work itself. Motivators are things that allow for psychological growth and development on the job. Those that prevent job dissatisfaction as hygiene factors include working conditions, supervision, reward, administration and company policy. Hygiene factors provide rewards originating outside the worker. The theory suggests that two separate sets of factors influence the attitudes and behaviors of workers. He considered hygiene factors as extrinsic factors and the motivators as intrinsic Factors. He conducted his study on two hundred professional engineers and accountants. They were asked to list their work experience that made them feel exceptionally good and exceptional bad about their job. It was found that their good time is associated with the content of the job such as achievement, recognition, advancement, responsibility and the work itself. On the other hand, their bad time is associated with the context of the job such as salary, working condition, supervision, company policy and administration (Armstrong, 1999). Herzberg states that the presence of hygiene factors does not cause satisfaction but their absence cause dissatisfaction. Hygiene factors are congruent with Maslow's lower order needs. On the other hand, the presence of motivator factors cause motivation but the absence of motivator factors does not cause dissatisfaction rather no satisfaction. Motivator factors are congruent with Maslow's higher order needs. According to Herzberg, satisfaction would happen as the result of motivator factors. Herzberg argued that for an employee truly motivated, the employee's job has to be fully enriched where the employee has the opportunity for achievement and recognition, stimulation, responsibility and advancement (Ramlall, 2004).

From the above theory it can be understood that both intrinsic and extrinsic motivators have a great impact on employees performance. It is clear that both factors are equally important to employees. Some employees are more intrinsically and others are more extrinsically motivated and it is important to the firms to consider both factors.

2.2.1.3 Alderfer ERG Theory

Clayton Alderfer in 1972 condenses Maslow's five human needs in to three. They are known as Existence needs, relatedness needs and growth needs. Alderfer state that people are motivated to act so as to achieve individual satisfaction. John Shield (2007) stated the three as follows;

A. Existence needs, these needs are concerned with basic survival, they are a kin to Maslow's physiological needs and security needs such as food, air, water, shelter and so on.

B. Relatedness needs, these needs are concerned with interpersonal and social affiliation, they are similar to Maslow's social needs and esteem needs such as relationship, acceptance and affection.

C. Growth needs, these relate to the need to make optimal use of one's personal capacity, they are parallel Maslow's need for self-actualization.

Alderfer argue that several needs drivers might be activate at any time. A person may satisfy a need depending on his perception and situation. According to John, James and Richard (2002), ERG theory provides a more flexible approach about human needs than does Maslow's strict hierarchy. Some people might have higher relation need than growth need. According to John Shield (2007), Alerfer state that an already satisfied lower-level need could be reactivated if the individual was unable to satisfy a higher-order need and then the person will become frustrated. Jennifer and Gareth (2007) adds that when an individual is motivated to satisfy a higher-level need but has difficulty doing so, the person's motivation to satisfy lower-level needs will increase.

From the above theory organization could understand that different employees are different needs. The organizations should give attention to their employees. Employees need a well relationship with supervisors and colleagues. And also they need advancement in deferent dimensions.

2.2.1.4 McClelland's 3 Needs Theory

McClelland believed that culture influences the manner in which people view their jobs and lives. According to Robbins (1998) David McClelland proposed that there are three needs that are major motives in work. It is proposed that needs are learned through coping with one's environment these needs are need for affiliation, need for achievement and need for power. People have different characteristics depending on their dominant motivator. McClelland states we all have these motivating drivers and one of these will be our dominant motivating driver. A person's effectiveness in certain job is influenced by these three needs. John Shield (2007) states these three needs as follows;

Need for affiliation; the desire for friendly and close interpersonal relationships

Need for achievement; the desire for excel and succeed.

Need for power; the desire to influence, control and direct.

According to McClelland, the individual needs vary depending on the individual's positions in the organizational hierarchy. Robbins (2002) states that a high-need affliator is drawn to interpersonal relationships and opportunities for communication. They prefer a work that provides significance personal interaction with others and have a desire to spend times in social relationships and activities. A high-need achiever will prefer individual responsibilities, goals and performance feedback. They like to solve problems and achieve goals. The high need-for-power type seeks influence over others. McClelland suggests that top managers should have a high need for power with a low need for affiliation (Kreitner, 1998). According to John Shield (2007), ordinary employees are motivated mainly by the need for affiliation, middle and junior managers are influenced by the needs for achievement and executives and senior managers are influenced by the need for power.

Smart managers will look to all of these approaches to provide insights that can be applied to specific challenges and problems (Ivancevich and Matteson, 2002). From the above theory it can be understood that employees need achievement, closed relationship and power. The organizations should craft a conducive working environment to satisfy these needs.

2.2.3 Process Theory

According to John Shield (2007) process theories of motivation seek to explain the cognitive processes by which individuals decide to pursue particular pathways to reward attainment and need satisfaction. Process theory state how employees select actions to meet needs and determine their choices. There are many process theories of motivation and the following theory has been selected for this paper.

- (1). Equity theory
- (2). Goal setting theory
- (3). Expectancy theory

2.2.3.1 Equity Theory

This theory suggests that motivation can be maintained through the concepts of distributive justice, where pay is seen to be fairly distributed in line with employee's worth and output. Employees assess their level of effort against fellow workers and the reward they receive for their effort. When people feel that they are treated fairly, they become motivated; when they feel unfairly treated they become demotivated. People want to be treated fairly in all facets of compensation, including base pay, incentives and benefits. Equity theory state that people compare their inputs and outputs with others and if they feel there is unfair treatment, they attempt to do something about it. Inputs are what an individual contributes to the work and outputs are what an individual obtains in return. According to John Adam (1964), when an individual have a higher perception of equity, they will be more motivated and if someone perceives that he or she treated unfairly, they will be demotivated.

According to Armstrong (2006), Adam states that there are two types of equality namely distributive equality and procedural equality. Distributive equality focus on the fairness that people feel they are rewarded according to their contribution and in comparison with others. On other hand, procedural equity concerned with the perceptions employees have about the fairness with which the procedure. Unfair treatment may lead to low productivity, absenteeism, reduced quality of output, resignation and so on. According to Robbins (2002)

individuals who feel that they are treated unfairly, will engage one or more of the following activities;

1. Change the work input
2. Change the outcomes
3. Take action to change the inputs and outputs of the comparison person

Equity theory suggested that managers should treat their employees on a fair and equitable basis.

2.2.3.2 Goal Setting Theory

According to John R. Schermerhorn and his colleagues (2010) goal setting is the process of developing, negotiating and formalizing the objectives that a person is responsible for accomplishing. In late the 1960s Locke and Latham develop goal setting theory and it focus on the relationship between goals and task performance. This theory highlights mechanisms that connect goals to performance outcomes: goals direct attention to priorities; stimulate effort; and the more challenging the goal, the more people will draw on their full range of skills. An individual's conscious goals and intentions are the primary determinants of behavior. Goals can enhance motivation if they are developed and handled appropriately. In addition, it is specified by many authors and practitioners that specific goals can boost motivation and performance by leading people to focus their attention on well-defined objectives, increase their effort to achieve these objectives, persist in the face of setbacks, and finally develop new strategies to better deal with complex challenges to goal attainment (James, 2009).

Goal setting theory states that specific and challenging goals with appropriate feedback will result a higher task performance. Challenging goals will lead to a higher performance if they are accepted by the employees. Specific goals lead to better performance than vague goals. People strive to attain goals in order to satisfy their desires. According John Shield (2007) Goal setting theory has the following practical implications:

- * Specific and clear goals are more motivating than the general ones.

- * Challenging but attainable goals motivate more than those which are easily achievable.
- * Employees should have knowledge, skill, abilities, equipment and material to achieve these goals.
- * Goals must accepted by the employee and feedback on task performance enhance motivation.

Goal setting theory state that goals indicate to an employee about what needs to be done and how much effort should be exerted. According to Michael Armstrong (2006), employee participation in goal setting is important as a means of getting agreement to the setting of higher goals. Goal-setting is an important management tool for enhancing work performance. It can be a very powerful technique for motivating employees.

2.2.3.3 Expectancy Theory

Expectancy theory is one of process theory and it was developed by Victor Vroom in 1964. Expectancy theory states that work behavior is determined by individual expectations of the likely consequences of such behavior. It attempt to explain and predict worker motivation in terms of anticipated actions and rewards (John, 2007). According to Stephen Robbins et al 2007, the amount of effort on a job depend on the expected return and may result in increase pleasure and that people may perform their job and be satisfied if they believe that their efforts will be rewarded. Expectancy theory identifies three factors that influence employee motivation: expectancy, instrumentality and valency. Robbins (2002) states the three variables as follows:

Expectancy: which is the degree to which employees believe that, having achieved a goal will lead to a secondary action, namely a reward.

Instrumentality: is the degree of an employee's self-belief in their ability to achieve a goal.

Valency, which is the value they put on that reward

According to Robbins (2002), an employee is motivated due the following three reasons. First, if the effort will yield acceptable performance second, if the performance will be rewarded and finally if the value of the reward is highly positive. The combination of the three variables will enhance employee's motivation. Expectancy theory suggests that

managers should identify and influence work expectancies, instrumentalities and valences that support organizational objectives.

2.3 Motivational Factors

Employees are the most important assets of an organization. The organizations with more motivated employees tend to be more effective than organizations with fewer motivated employees. There are many motivation factors that can be used to encourage employees to work, for the purpose of the study the following motivation factors are selected from Herzberg's Two Factors Theories:

2.3.1 Recognition

Recognition schemes enable appreciation to be shown to individuals for their achievements either informally on a day-to-day basis or through formal recognition arrangements. They can take place quietly between managers and individuals (Armstrong, 2007). Recognition of work is the essence of securing good work. It is one of the most powerful motivators. Efficient people would naturally like to get recognition for their skill and excellence in their work. Such recognition can do many things that what a cash reward can do. Armstrong and Murlis (2005), underlined on the point that, recognition is supposed to be given judiciously. That is, it must be related to real achievements of employees. The recognition given will have a great impact if it is followed by provision of achievement bonuses awards. Organization can also give other forms of recognitions such as long service awards, status symbols of one kind or another, sabbaticals and work related trips abroad.

2.3.2 Promotion

It involves a competitive selection process, and results in the employee's movement in to a different role in a higher pay band. If it is done fairly it enhance employee motivation and competitiveness. Promotion contributes significantly to the dissatisfaction of employees.

2.3.3 Benefit

From the above theories we can say that organizations should understand the needs of their employees and create conducive working environment. Managers should understand what

motivate their employees. Organizations should develop and handle proper motivational practices.

2.3.4 Working Condition

Good working condition consists healthy, safe and pleasant working environment. Working conditions have a modest but lasting effect on job satisfaction. In Lam's et al.(2000) work environment emerged as an influential factor in predicting overall job satisfaction.

They add that focusing strategically on this factor would enhance managerial employee's job satisfaction level and improve their retention rate. 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. The type of job individuals do influences their satisfaction. He also adds that managers must make the work content as interesting as possible in order to build strong level of motivation.

The place should be should be neat and clean with necessary facilities. Light, ventilation, cleanliness, enough space for work, immediate availability of supervision, adequate latest tools and generally good surrounding will definitely add to job satisfaction (Kondalkar, 2007).

2.3.5 Payment

Salary and wage plays decisive part in employee motivation. Employee wages and salary must ensure him the social status and should be able to fulfill the expectations. According to Herzberg theory, it is identified that in order to prevent dissatisfaction, management needs to continue to observe competitors salaries and keep their staff's salaries in line with competitors.

2.3.6 Work content

Content of the work itself is a major source of satisfaction. The content of the work should be encouraging and interesting and have variety inbuilt in it so that it is not boring. Positive feedback from the job and autonomy has been considered to be important for motivation of

employees (Kondalkar,2007). He also adds that too tough or job having too little challenge brings frustration and feeling of failure hence the job should be moderately tough so that the individual has to stretch his ability, imagination and skills. In Lam's et al.(2000) work environment emerged as an influential factor in predicting overall job satisfaction. They add that focusing strategically on this factor would enhance managerial employee's job satisfaction level and improve their retention rate. The job itself is an influential factor in predicting overall job satisfaction. The job should have variety, autonomy, identity and feedback.

2.4 Empirical Evidence

The theoretical part of the thesis showed that a nature of motivation is very complex and there are no simple answers to the question what motivate employees more. Something that motivates someone might not motivate others.

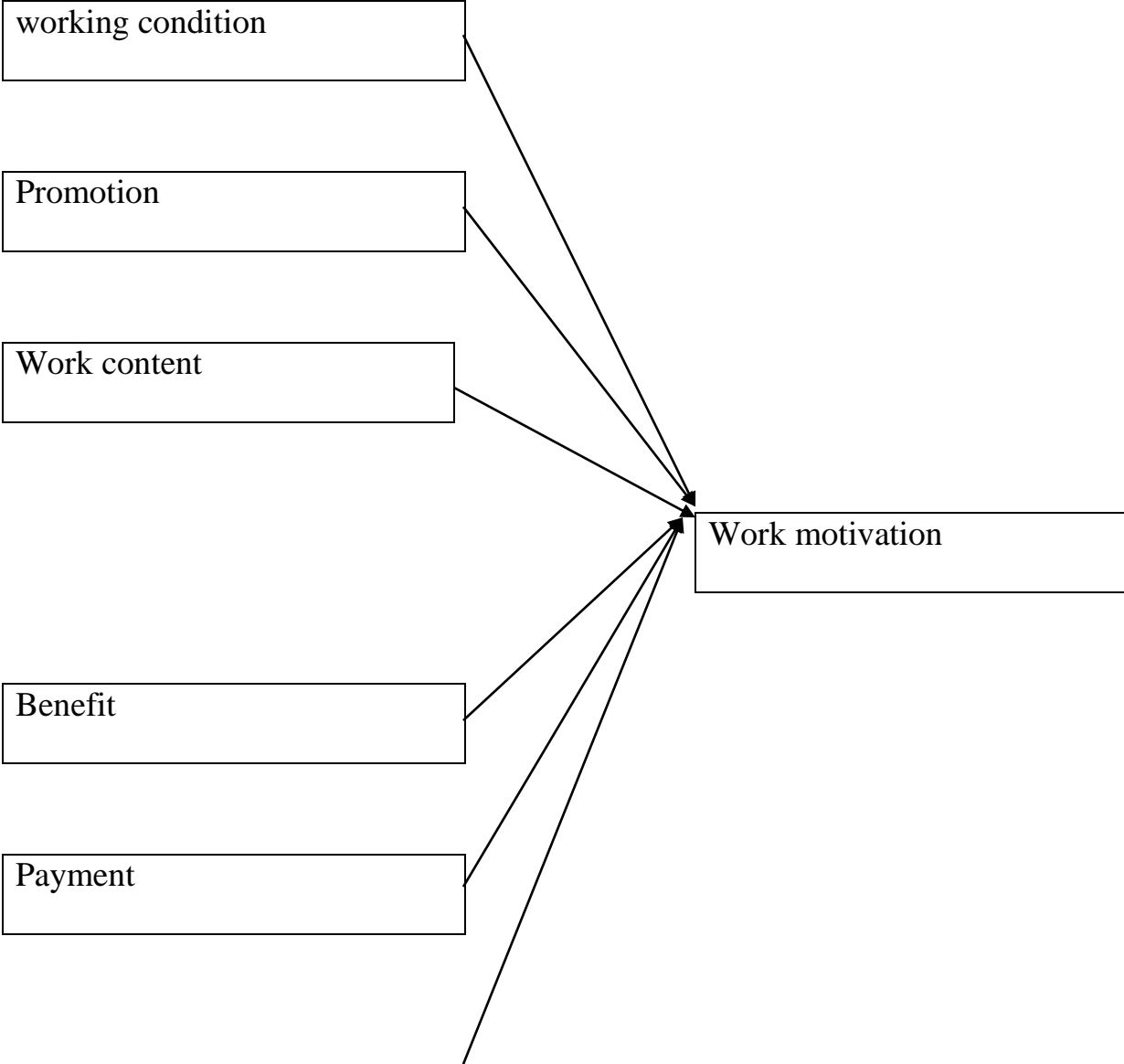
Mahlet (2012) has conducted a study entitled reward and motivation for health care professionals in Addis Ababa. Her study focused on two governmental hospitals which found in Addis Ababa namely Tikur anbesa hospital and Alert hospital. She has examined the influence of intrinsic and extrinsic rewards such as promotion, acknowledgment, task autonomy, work hour and so on. There was a significant and positive relationship between these variables and work motivation. The study highlighted the various dimensions necessary for motivating employees to improve the quality of care in health sector which is the concern of all.

Patcharak (2002) has conducted a study on employees of Saint Paul hotel. The title of the study was assessment of motivation. The motivating factors such as salary, job security, flexible hour, advancement, work environment and benefit were used to execute the study. The result indicated that these factors had significance and positive relationship with work motivation. Especially salary and work content had strong relationship with work motivation.

Kahn (2010) has examined the influence of on payment, recognition, promotion on employee work motivation. The statistical analysis result shows that there is strong relationship between reward and employee motivation. This study has greatly contributed in revealing the fact that different tactics and policies would have different motivational impact on diverse people.

2.5 Conceptual Framework

The research paper uses six factors to assess motivational practices of the organization. These factors are adopted form Herzberg’s two factor theory.



Recognition

Source: adopted from Herzberg Two Factor Theory and modified

CHAPTER THREE

Research Design and Methodology

3.1. Introduction

In this chapter, research design, study population and sampling, source of data and instrument of data collection, procedure of data collection, data sources and data analysis method and validity as well as ethical issues are addressed.

3.2 Research Design

The purpose of this paper was to assess the motivational practices that exercising in the case company. Descriptive research design was used to describe what the current motivational practices look like. The researcher has chosen this design because the major purpose of descriptive research is description of the state of affairs as it exists at present and it report what has happened or what is happening (C.R. Kothari, 2004)

3.3 Research Population

There are many functional units and departments in the organization. For this research paper, employees of the four departments (Human resource department, marketing department, quality and process and internal audit) were considered as population of the study. The four departments are selected due to time constraint face by the researcher to cover the whole population. It is difficult to involve the whole population in a research study because it consumes time, resource and so on. So, selecting a representative sample out of the

population was important. The four departments consist of 274 employees and it was considered as a research population. The representative was selected out of this population.

3.4 Sample and Sampling Techniques

The sample size of this research was containing 161 respondents. It is taken from the target population target at 95 % confidence interval and 5% margin of error. Four departments of the organization were included in this sample size. The representative samples were drawn from Human resource department, Marketing department, quality and process and internal audit. The study was use stratified sampling to select representatives from the population.

The sample was divided in to four strata, namely supervisor, expert, specialist and professional staff. To determine the sample size, the researcher used,

www.raosoft.com/samplesize

The first option was to use mathematical sample size determination formula developed by Kothari (2004), whose results are shown below:

Where: $n = \frac{Z^2 \cdot p \cdot q \cdot N}{e^2(N-1) + Z^2 \cdot p \cdot q}$

$p =$ probability of response distribution, $q = 1 - p$

$Z =$ the value of standard variant at a given confidence level and to be read from a table showing area under normal curve

$e =$ margin of error

$N =$ size of target population

$n =$ sample size

3.4 Data Sources

The data collection process was administered by using primary data and secondary data sources. The primary data was collected by using questionnaire and it is the main method for data collection. It contains close ended questionnaire with 5 likert-scale (from strongly

disagree to strongly agree) and will be distributed to the respondents. The questionnaire is selected because it is less time consuming, less expensive and simple to administer.

The secondary data was collected from company website, internal brochures and publications and annual report. It was used to gain understanding about the organization. Books, articles, journals and scholarly websites were used to fulfill this study.

3.5 Data Collection Instrument

Data was collected using standard questionnaire (Minnesota satisfaction questionnaire) specifically designed to capture responses to assess the practices of the organization. Biographical data: Age, Gender, Educational qualification, Tenure and Job category and these are measured on a nominal scale.

Questions on key dimensions of the study: Working condition, Promotion, Work content, Benefit, Payment and Recognition.

3.6 Methods of Data Analysis

The data analysis was gathered through questionnaire. After collection of raw data, it was edited, classified and tabulated by using different techniques. Descriptive statistics such as standard deviation, mean, frequency and percentage was used to analyze the data. According to Goodwin (2004), descriptive statistics provides a summary of the main features of a set of data collected from a sample of participants.

3.7 Validity

Validity refers to the extent to which a measurement instrument actually measures what is intended to measure. Validity is concerned with the degree to which the designed questionnaire items fairly and accurately represented the main variables. In order to assure validity, the questionnaire was forwarded to the subject matter experts in the organization and my advisor. As soon as the researcher get appraisal, the survey questionnaire were distributed to the sample population.

3.8 Ethical Considerations

Respondents who are involved in the study were entitled to the right of privacy and dignity of treatment. Information obtained from respondents will be handled confidentially. Respondents were not required to mention their name and identification number in the questionnaire. This situation helps them to express their idea and opinion freely. Willingness of the participants in the data gathering process is prerequisite for the study. The data that was obtained from the participants will not use for other purpose. Source of data is properly cited.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRITATION

4.1 Demographic Characteristics of Respondents

Below is a presentation of gender, age, educational level & work experience distribution of the survey questionnaire respondents.

Table 4.1. Respondents Demographic Variables

Variable		Frequency	Percent
	Male	92	63.9
	Female	52	36.1
	Total	144	100.0
Age	18-25 years	12	8.3
	26-30 years	50	34.7
	31-35 years	49	34.0
	36-40 years	11	7.6
	above 40 years	22	15.3
	Total	144	100.0
Educational Status	Diploma	3	2.1
	Bachelor degree	126	87.5

	Masters degree	15	10.4
	Total	144	100.0
Work experience	1-3 years	18	12.5
	4-6 years	23	16.0
	7-9 years	39	27.1
	10 years and above	64	44.4
	Total	144	100.0
Current position	Supervisor	4	2.8
	Expert	4	2.8
	Specialist	17	11.8
	Professional	119	82.6
	Total	144	100.0

Source: Researcher's Survey, 2015

As can be seen from the table 4.1, majority of the respondents are male 92 (64%) and 52 (36%) are female. This shows that there is low number of females on Professional positions or Administrative level in the firm. In addition, majority of the male respondents (58) fall in the age group of 26–35 years old.

The above table (Table 4.2) shows that 3 respondents (2.1%) are Diploma holders, 126 respondents (87.5%) have a Bachelor degree and 15 respondents (10.4%) have Masters Degree. This shows that majority of the respondents are educated.

When looking at the tenure of respondents in the company, 12.5% of the respondents have 0-3 years experience in the company, 16% of the respondents have 4-6 years experience in the company, 27.1% of respondents have 7-9 years of experience and 44.4% of respondents have

10 years and above experience in the company. This shows that majority of positions are occupied by employees who have 10 years and above experience.

Regarding the position in which participants are working currently, the majority of participants, 119 (82.6%) were professionals, 57 (39.6%) of them werespecialists, 4(2.8%) of participants were experts and 4(2.8%) of respondents were supervisors. Majority of respondents are professionals.

4.2 Descriptive Analysis of Employee Responses

A total 161 questionnaires were distributed to respondents, out of which 144 were returned with response rate 89.4 %. In order to see the general perception of the respondents regarding the motivational practices in the subject organization, the researcher has included the measures stated in the coming tables followed by analysis & interpretation supplemented using frequency tables. In order to simplify interpretation of the results, ratings of agree & strongly agree are grouped as agreement and ratings of disagree & strongly disagree are grouped as disagreement.

Table 4.2 Respondents' perception on Working Condition

No	Description		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	I have the necessary equipment and supplies to perform my job	N	6	13	27	87	11
		%	4.2	9.0	18.8	60.4	7.6
2	I have good working relationship with my supervisor	N	8		21	67	48
		%	5.6		14.6	46.5	33.3
3	I have a good working relationship with my colleagues	N	10		7	70	57
		%	6.9		4.9	48.6	39.6
4	There is a clear channel of communication in my work place	N	11	15	30	69	19
		%	7.6	10.4	20.8	47.9	13.2
5	the work environment is suitable for the work I do	N	10	18	42	68	6
		%	6.9	12.5	29.2	47.2	4.2
6	the work environment is	N	9	19	20	73	23

	free from accident and hazards	%	6.3	13.2	13.9	50.7	16.0
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Source: Researcher's Survey, 2015

As shown in table 4.2, 98(68%) of respondents agree that the organization offer them the necessary equipment and supplies to do their job and 19(13.2%) of respondents disagree with the statement that they have the necessary equipment and supplies to perform their job while 27(18.8%) respondents are neutral. when looking to working relationship, 115(80%) of respondents perceive that they have good relationship with their supervisor and 8(5.6%) respondents disagree while 21(14.6%) respondents are neutral. This implies that supervisors have a good relationship with employees.

On the other hand, respondents were asked to rate their working relationship with colleagues, 127(88%) respondents believe that they have good relationship with their colleagues and 10(6.9%) respondents disagree to the statement and 7(4.9%) respondents are neutral. The frequency distribution indicates that majority of respondents perceive that there is good relationship among employees of the organization.

On the subject of clear channel of communication, 88(61%) of respondents believe that there is clear channel of communication in the work place and 26(18%) of respondents disagree with the statement and 30(20.8%) of respondents are neutral.

In order to check the suitability of the working environment, respondents were asked to express their level of agreement whether the working environment is suitable to do their job. Accordingly, 74(51.4%) of respondents perceive that the working condition is suitable to work, 28(19.4%) disagree and 42(29.2%) of respondents neutral to the statement.

Similarly, 96(66.7%) respondents specified that the work environment is free from accident and hazard while 28(19.5%) of respondents are disagree with the statement and 20(13.9%) of respondents are neutral.

To sum up, as the result indicated majority respondents are satisfied particularly with working relationship. This indicates that the respondents have general agreement with the working condition. It is understandable that the target organization is doing well in working condition. This implies that an attractive working condition is contributes to employee work motivation.

Table 4.3 Respondents' perception on Promotion

No	Description	Response in %					
			Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	There are opportunities to advance to better position	N	24	39	61	18	2
		%	16.7	27.1	42.4	12.5	1.4
2	Everyone has an equal chance to be promoted	N	43	34	48	17	2
		%	29.9	23.6	33.3	11.8	1.4
3	The company has transparent way of handling promotions	N	30	38	49	25	2
		%	20.8	26.4	34.0	17.4	1.4
4	I clearly understand my career advancement procedures	N	24	50	41	27	2
		%	16.7	34.7	28.5	18.8	1.4
5	promotions are performance related	N	19	44	48	31	2
		%	13.2	30.6	33.3	21.5	1.4
6	I am satisfied with the	N	22	49	56	15	2

	way promotions are given out on this job	%	15.3	34.0	38.9	10.4	1.4
7	I will be promoted within the next two years	N	30	48	57	6	3
		%	20.8	33.3	39.6	4.2	2.1

Source: Researcher's Survey, 2015

In order to measure the perception of respondents toward promotion, respondents were presented with items listed in table 4.3 accordingly, 20(13.9%) of respondents agree that there are opportunities to advancement in the organization while 63(43.8%) respondents disagree with the statement and 61(42.4%) of respondents are neutral. This implies that the career advancement opportunity of the organization is weak.

On the other hand, respondents were asked to indicate their level of agreement on whether the organization offers equal chance of promotion to every employee. Accordingly, 19(13.2%) of respondents agree that there is an equal chance to promotion in the organization, 77(53.5%) of respondents disagree with the statement and 48(33.3%) of respondents remained neutral. The frequency distribution indicate that majority of the respondents believe that there is not equal chance to be promoted.

On the subject of transparency, 27(18.8%) of respondents believe that there is transparent way of promotion practice in the organization, 68(47.2%) of respondents are disagree with transparency and 49(34%) of respondents remains neutral. This implies that the promotional practice of the case company lacks transparency.

Respondents were asked to whether they clearly understood their career advancement procedures and 29(20.2%) believe that there is a clear career advancement procedures while 74(51.4%) of respondents disagree that they do not understood the career advancement procedures clearly and 42(28.5%) respondents are neutral. This implies that employees do not understand career advancement procedures of the organization.

Concerning on performance related promotions, 33(22.9%) of respondents expressed that the performance that implementing by the organization is performance related, 63(43.8%) of

respondents disagree with the statement and 48(33.3%) of respondents remain neutral. This implies that promotional practice of the organization is not performance related.

Respondents were asked to express whether they are satisfied with the way that promotions are given out of the job and 17(11.8%) of respondents perceive that the way promotions are given out of the job is satisfied while 71(49.3%) of respondents are not satisfied with the statement and 56(36.9%) of respondents are neutral. This implies that there is no transparent way of handling promotions.

Finally, respondents were asked express their expectations about future promotion opportunity and 9(6.3%) of respondents expect that they will be promoted with two years while 78(54.1%) of respondents doesn't expect promotion with two years and 57(39.6%) of respondents are neutral to future promotion.

In general, majority of respondents are not satisfied with the promotional practices of the organization. The promotional practice of the organization lacks of clear and transparent career path. It has poor opportunity to advance to better position. Promotion is not perceived as fair and performance related. It is not efficiently implemented since there is a gap in motivating employees. Hence, the organization needs to do much in crafting and implementing adequate promotional techniques.

Table 4.4 Respondents perception on Work Content

No	Description		Response in %				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	My job is enjoyable	N	5	18	44	71	6
		%	3.5	12.5	30.5	49.3	4.2
2	I feel a sense of pride in doing my job	N	5	27	33	76	3
		%	3.5	18.8	22.9	52.8	2.1

3	I regularly receive feedback on my job performance	N	9	33	54	42	6
		%	6.3	22.9	37.5	29.2	4.2
4	My job has variety	N	17	25	44	50	8
		%	11.8	17.4	30.6	34.7	5.6
5	I have certain degree of autonomy in my work	N	3	29	49	53	10
		%	2.1	20.1	34.0	36.8	6.9
6	My job has well established identity	N	3	28	63	45	5
		%	2.1	19.4	43.8	31.3	3.5

Source: Researcher's Survey, 2015

As portrayed on table 4.4, respondent's perception regarding work content was gathered by using the listed measures. Respondents were asked to rate whether they are enjoying their job and 77(53.5%) of respondents agree that their job is enjoyable while 23(16%) respondents do not enjoy their job and 44(30.5%) respondents are neutral. The table indicates that some of respondents enjoying their job. Similarly, 79(54.9%) respondents agree that they feel a sense of pride in doing their job while 32(22.3%) of respondents do not feel a sense of pride in doing their job and 33(22.9%) of them neutral. Some respondents indicated that they feel a sense of pride in doing their job.

On the subject of feedback, 48(33.4%) respondents agree that they regularly receive feedback on their job performance while 42(29.2%) of respondents disagree with the statement and 54(37.5%) of respondents remains neutral. Moderate a number of respondents feel that they regularly receive feedback on their job performance. Respondents were asked to measure whether their job has adequate variety and 58(40.3%) of respondents believe that they job has variety and 42(29.2%) of respondents believe that their job has not variety and 44(30.6%) are neutral. Moderate number of respondents perceived that their job has adequate variety.

Concerning on degree of autonomy, 63(43.7%) of respondents expressed that they have certain degree of autonomy in their job while 32(22.2%) of respondents disagree with this measure and the other 49(34%) of respondents were neutral. The result indicated that average number of respondents believe that their job has certain degree of autonomy. Lastly, respondents were asked to rate whether their job has a well established identity and 50(34.8%) of respondents believe that they have a well established identity while 31(21.5%) respondents are disagree with the measure and 63(43.8%) of respondents are neutral. The result indicated that the job has moderate task identity.

In general, the work content of the organization needs improvement. The result indicated that the work content of the organization has moderate task identity, task variety and autonomy. Average number of respondents feels that they regularly receive feedback on their job performance.

Table 4.5 Respondents perception on Benefit

No	Description	Response in %	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	I am satisfied with the benefits I receive	N	4	18	62	57	3
		%	2.8	12.5	43.1	39.6	2.1
2	My medical scheme is good	N	4	3	26	82	29
		%	2.8	2.1	18.1	56.9	20.1
3	The benefit package I have is equitable with the job I do	N	5	22	51	61	5
		%	3.5	15.3	35.4	42.4	3.5
4	The leave arrangement of the organization is fair	N	14	25	39	55	11
			9.7	17.4	27.1	38.2	7.6

Source: Researcher's Survey, 2015

As presented on table 4.5, 60(41.7%) of respondents indicated that the benefit that provided by the company were satisfied while 22(15.3%) of respondents are disagree with the benefit and 62(43.1%) of respondents remains neutral. Regarding to medical scheme, respondents

were asked to rate whether their medical scheme is good and 111(77%) of respondents believe that they have a good medical benefit while 7(4.9%) of respondents disagree with the medical benefit scheme and 26(18.1%) of neutral. Most of respondents perceive that the medical scheme offered by the organization is good. On the subject of benefit package, 66(45.9%) of respondents believe that the benefit package that provided by the organization is equitable while 27(18.8%) of respondents disagree with the benefit package and 51(35.4%) of respondents remains neutral.

Respondents were also asked to express whether the leave arrangement of the organization is fair and 66(45.8%) respondents agree that the leave arrangement of the organization is fair while 39(27.1) of respondents disagree with the benefit package arrangement and 39(27.1%) of respondents are neutral. Average number of respondents perceives that the leave arrangement of the organization is fair.

In general, the benefit package of the organization needs improvement except the medical scheme. Most of respondents perceive that the medical scheme offered by the organization is good. Moderate number of respondents perceive that the benefit package that provided by the organization is equitable. The leave arrangement of the organization is moderate. The case organization should evaluate its benefit package and take the necessary action to improve the practice.

Table 4.6 Respondents perception on Payment

No	Description	Response in %					
			Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	I feel am being paid a fair amount for the work I do	N	3	17	55	66	3
		%	2.1	11.8	38.2	45.8	2.1
2	Salary increases are decided in fair manner	N	3	19	66	50	6
		%	2.1	13.2	45.8	34.7	4.2
3	My salary is fair in	N	9	19	45	62	9

	comparison with other employees who are doing similar jobs	%	6.3	13.2	31.3	43.1	6.3
4	My salary is fair compared with that for similar jobs in other companies	N	2	22	50	59	11
		%	1.4	15.3	34.7	41.0	7.6
5	The salary raise considers the living standard	N	19	26	38	55	6
		%	13.2	18.1	26.4	38.2	4.2
6	The salary scheme considers the value the company puts on its employees	N	15	22	65	35	6
		%	10.4	15.3	45.1	24.3	4.2

Source: Researcher's Survey, 2015

In order to measure the perception of respondents toward payment, respondents were asked to rate whether the payment that made by the organization is fair and 69(47.9%) of respondents believe that the payment made by the organization is fair while 20(13.9%) of respondents disagree with the fairness and 55(38.2%) respondents are neutral. Around half of respondents perceive that the payment is fair. In addition, 56(38.9%) of respondents believe that salary increases are decided in fair manner while 22(15.3%) of respondents are disagree with the salary increases and 66(45.8%) of respondents are neutral.

As presented on table 4.8, 71(49.4%) of respondents are believe that their salary is fair in comparison to other employees who are doing similar jobs while 28(19.5%) of respondents are disagree with the measure and 45(31.3%) of respondents are neutral. Similarly, 70(48.6%) respondents agree that their salary is fair compared with that for similar jobs in other companies while 24(16.7%) of respondents disagree with the statement and 50(34.7%) of respondents are neutral. Around half of respondents believe that their salary is fair in comparison to similar job in the company and other companies.

Concerning on salary increases, 52(36.1%) of respondents believe that salary raises consider the living standard while 61(42.4%) of respondents perceive that salary raises does not consider the living standard and 31(21.5%) of respondents remains neutral. Similarly,

41(28.5%) respondents agree that the salary scheme considers the value the company puts on its employees while 37(25.7%) of respondents are disagree with the statement and 65(45.1%) of respondents are neutral. The salary increment poorly considers the living standard and the value the company puts on its employees.

In general, the case organization is highly suggested to investigate this issue further and take immediate action accordingly. The result indicated that salary increment is not decided in fair manner. The salary increment poorly considers the living standard and the value the company putsonitsempleyees. The organization should think about the ways and commit to improve its practices in this regard.

Table 4.7 Respondents perception on Recognition

No	Description		Response in %				
			Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	I receive recognition from my supervisor for tasks well done	N	6	21	38	72	7
		%	4.2	14.6	26.4	50.0	4.9
2	I am praised regularly for my work	N	6	36	48	49	5
		%	4.2	25.0	33.3	34.0	3.5
3	I get credit for the work I do	N	9	26	66	32	11
		%	6.3	18.1	45.8	22.2	7.6

Source: Researcher's Survey, 2015

In order to measure the perception of toward recognition, respondents were asked to rate whether they receive recognition from their supervisor and 79(54.9%) of respondents agree that they receive recognition from their supervisor when they perform well while 27(18.8%) of respondents argue that they do not receive recognition from their supervisor and 38(26.4%) of respondents are neutral. 54(37.5%) of respondents agree that they are praised regularly for their work while 42(29.2%) of respondents disagree that they are not praised regularly and 48(33.3%) of respondents remains neutral.

As presented on table 4.7, 43(29.8%) of respondents believe that they get credit for their job while 35(24.4%) of respondents disagree that they do not get credit and 66(45.8%) of respondents are neutral.

In general, the recognition practice of the organization needs improvement. More than half of the respondents believe that they receive recognition from my supervisor even if it is not adequate. There is infrequent praise giving practices in the organization. The organization sometimes gives credit for the job well done. This indicates that the case organization have to do a lot regarding on recognition.

Table 4.8 Descriptive Statistics of Motivational Practice Dimensions

	N	Minimum	Maximum	Mean	Std. Deviation
WC	144	1.50	4.50	3.6816	.74275
PM	144	1.00	4.86	2.4871	.81014
WC	144	1.33	4.83	3.1690	.72635
BT	144	1.75	4.75	3.3976	.65340
PT	144	1.50	5.00	3.215	.75514
RN	144	1.25	5.00	3.1733	.79754

Note: WC = Working Conditions, PM = Promotion Practice, WC = Work Content, BT = Benefit, PT = Payment, RN = Recognition

The above table 4.8 shows that participants' total work condition mean score was 3.68. The maximum and minimum mean score was 1.50 and 4.50 respectively. In a 5-point Likert scale the possible score ranges from 1-5 and 3 become the hypothetical average score. A calculated mean score less than 3, which is hypothetical average, can be considered as low mean score whereas greater than 3 can be considered as high mean score. Consequently, since the calculated mean score (3.68) is greater than 3; the level of participants working condition was high. In other words, in the current study, participants perceived that their working condition in the organization was good.

Regarding promotion practice, it can be seen from the above table that participants' total promotion practice mean score was 2.49. The maximum and the minimum individual mean score was 1 and 4.86 respectively.

It can be seen that the calculated mean score (2.49) is less than 3, therefore, in the current study participants' perceived promotion practice in the organization was low.

On the subject of work content, participants' total work content mean score was 3.17. The minimum and maximum individual mean score was 1.33 and 4.83 respectively. The work content mean score is (3.17) is greater than the hypothetical mean score (3) implies that in this study participants' perception about work content the organization was moderate.

Concerning on benefit, it can be seen from the above table that participants' total benefit mean score was 3.40. 1.75 was the minimum and 4.75 was the maximum individual mean score. We can see that the calculated benefit mean score (3.40) is greater than 3 implies that participants' benefit getting from the organization was high.

Regarding payment score on the above table indicates that participants' total payment mean score was 3.18. The minimum individual mean score was 1.5 and the maximum was 5. When the calculated payment mean score (3.18) with the hypothetical average score (3), the calculated mean score is greater than the hypothetical average score. This suggests that the payment made by organization was moderate.

On the subject of recognition, the table above shows that the recognition mean score was 3.17 as well as the minimum individual mean score was 1.25 and the maximum individual

mean score was 5. The recognition mean score (3.18) is greater than the hypothetical mean score 3. From this it can be inferred that in the current study the recognition given by the organization was moderate.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 SUMMARY OF MAJOR FINDINGS

In Chapter four, data analysis and interpretation has been presented. In this chapter, major findings are going to be summarized and the subsequent conclusions are made. Based on the conclusion, recommendations are forwarded.

5.1.1 Summary of major findings from descriptive statistics

- ❖ Regarding working condition, majority of respondents believe that the organization offer them the necessary equipment and supplies to do their job. The descriptive statistics shows that employees have good relationship with their supervisor and colleagues. It is found that there is a clear channel of communication and suitable working environment in the organization. According to the result, most of respondents believe that the working environment is free from accident and hazard.
- ❖ Concerning promotion, advancement opportunity provided by the organization is not found to be satisfactory by employees. Half of respondents do not believe that everyone has equal chance to be promoted. According to the result, there is not transparent way of handling promotions in the organization. According to the result,

respondents are not clearly understand the career path advancement procedures. Respondents are not perceived that promotion is performance related. Respondents also indicate that they are not satisfied with the way promotion is given out on this job. Most of respondents do not expect promotion within two years. In addition, majority of respondents are either neutral or disagree with the promotion practice of the organization.

- ❖ Regarding to work content, some respondents indicated that their job is enjoyable and they feel a sense of pride. In relation to feedback, analysis shows that feedback practices of the organization is moderate. According to the result, the job has moderate variety and certain degree of autonomy. The analysis also indicated that the job has moderate task identity.
- ❖ On the subject of benefit, the result indicated that some respondents are satisfied with the benefit they receive from the organization. Majority of respondents believe that their medical scheme is fair. Moderate number of respondents perceive that the benefit package that provided by the organization is equitable. The leave arrangement of the organization is moderate.
- ❖ Regarding payment, some of the respondents are agree with the payment. Around half of respondents believe that their salary is fair in comparison with employees in the same company and other companies. The analysis shows that salary raises moderately consider the living standard. Respondents indicate that the salary scheme moderately considers the value the company puts on its employees.
- ❖ Concerning on recognition, respondents are indicated that they receive recognition from their supervisor. According to the result, the praise giving practices of the organization is moderate. The analysis shows that the organization moderately gives credit to its employees.

5.1.2 Descriptive statistics of motivational practice dimensions

The result indicated that the mean score of working condition is greater than the average mean score and all other factors (promotion, recognition, work content, benefit and payment). Participants perceived that their working condition in the organization was good. This indicated that employees are more motivated by the working condition of the

organization. The average mean score of the study is 3. On the contrary, the mean score of the promotion is below the average mean score and all other factors. Participants' perceived promotion practice in the organization was low.

5.2 CONCLUSIONS

As indicated in the introduction section of this study, motivation is critical for the successful operation and profitability of an organization. Knowing the correct way to motivate employees takes an organization a great leap forward toward success. The main objective of the study was assessing the motivational techniques that being implemented in the case organization. In order to assess the motivational practices of the organization, the researcher used six factors: promotion, recognition, working condition, payment, benefit and work content. Thus, based on the analysis stated above, the following conclusion has been reached.

5.2.1 CONCLUSION ON EMPLOYEE MOTIVATION

Working condition is found as a major motivation factor than the others. Most employees are motivated by the working condition of the organization. On the contrary, the organizations' promotional practices are found as a low motivational factor among others. Majority of employees are not satisfied with the current promotional practices of the organization. Generally, majority of employees are not satisfied with the existing motivational practices of the organization.

5.2.2 CONCLUSION ON THE PERCEPTION OF EMPLOYEES TOWARD THE EXISTING MOTIVATIONAL PRACTICES

Working condition is found to be well in the organization and perceived as effective in enhancing the employee's work motivation. According to the study, employees are mainly motivated by working condition. Similarly, a study was conducted in Islamabad on health professionals to assess the overall satisfaction level the employees, it is found that working condition was the most predominant factor among others (Habib A et al, 2011).

Coming to the promotional practice of the organization, it has problem in attracting and motivating employees. Majority of respondents are not satisfied with the promotional practices of the organization. The promotional practice of the organization lacks of clear and transparent career path. It has poor opportunity to advance to better position. Promotion is not perceived as fair and performance related. It is not efficiently implemented since there is a gap in motivating employees. Employees are not satisfied with the current promotional practices of the organization. They felt some kind of unfairness and injustice in the organization's advancement opportunity. So it is reasonable to conclude that the organization failed to advancement opportunities of its employees. This situation may lead negative perception among employees. Alderfer (1972) suggested that any blockage to achieve growth need could have profoundly negative emotional and productivity consequences.

Regarding to work content, some respondents believe that their job is enjoyable and feel a sense of pride in doing their job. The job has moderate feedback, task identity, task variety and autonomy. The result indicated that the case organization have to do a lot regarding work content. The work content of the organization should be evaluated and the necessary improvement should be taken.

Coming to benefit, the benefit package of the organization needs improvement except the medical scheme. Most of respondents perceive that the medical scheme offered by the organization is good. Moderate number of respondents perceive that the benefit package that provided by the organization is equitable. The leave arrangement of the organization is moderate. The case organization should evaluate its benefit package and take the necessary action to improve the practice.

Regarding to payment, the case organization is highly suggested to investigate this issue further and take immediate action accordingly. The result indicated that salary increment is not decided in fair manner. The salary increment poorly considers the living standard and the value the company puts on its employees. The organization should think about the ways and commit to improve its practices in this regard.

Coming to recognition, around half of the respondents believe that they receive recognition from my supervisor for tasks well done. There is infrequent praise giving practices in the organization. The organization sometimes gives credit for the job well done. This indicates that the case organization have to do a lot regarding on recognition.

5.2.3 CONCLUSION ON TYPE OF MOTIVATIONAL PRACTISES

The above motivational factors (Working condition, Promotion, Work content, Benefit, Payment and Recognition) are exercised by the organization even though they are not appropriately implemented. The current motivational practice of the organization is not updated through time with change. The six motivational factors used to assess the motivational practices of the organization revealed that employees are not happy and motivated with the practice except the working condition. The results testify that, the existing motivational practices of the organization fail to satisfy the needs of the employees.

5.3 RECOMMENDATIONS

The findings from the study show a need for the organization to address the exhibited problem. To enhance the motivational practices of the case organization, the following recommendations are forwarded:

- 1.The organization should craft and implement appropriate motivational techniques. The result of the findings needs attention by the organization to make corrective actions so as to improve employee work motivation.
2. The study indicated that promotion was amongst the factors which contribute to lower motivation of employee among the others. The organization should craft and implement clear and appropriate career advancement procedures that could be applied consistently. The current career path trend should be evaluated and redesigned by considering the competency of employees. It should be fair and performance related.

3. Motivational practices should be emanated from the interest of the employees.
4. The organization's motivation practices should fit with external change. When the organization passing through dynamic changes it is important to consider these changes and align with the motivational strategy so as to let employees be motivated enough and work towards achievement of the organizational goals.
5. The organization should establish continues monitoring and evaluation system that will enable the organization identify and solve problems from the grass root level.
6. The benefit package should be equitable to all employees.
7. The salary increment should be based on merit and performance. Proper action should be taken to maintain internal equity. The organization needs to adjust its payment package by conducting market analysis.
8. Proper and timely recognition should be part of the system for continuous motivation of employees. Formal and informal Employee recognition programs should be in place.
9. Work content of the organization should be studied to include attributes which will make employees fell fulfilled and satisfied of the job. The nature of the work content should allow them to use their knowledge and skill.

To close the gap between the practices and the theories, the organization should look in to its practices and take evaluation, restructuring and corrective actions. If the organization takes in to consideration the recommendations, it would be possible to support the organizational performance.

5.4. Future Area of Research

Employee motivation is critical to any organization. The research area needs a comprehensive evaluation. The researcher recommends further related studies in the topic area. Future research could also consider other factors that might be motivating employees.

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Appendix A Cover letter

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
POSTGRADUATE PROGRAMME
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
QUESTIONNAIRE FOR EMPLOYEES
2015 G.C

Dear respondents,

The purpose of this questionnaire is to collect information for the study that attempt to assess a motivational practices that implemented in Ethio-Telecom. Your response to each question is the main source to the effectiveness of this study. I like assure you that your response to the questionnaire would be kept confidential and it has no intention except for academic purpose.

Therefore, I kindly ask you to read each item carefully and respond genuinely. I would like to express my gratitude in advance for your willingness by sparing your most precious time to provide prompt responses in filling this academic use questionnaire.

Please don't write your name or any personal identifier on the questionnaire.

For any clarification needed please contact me on abenetargaw@gmail.com

Thank you in advance, for your time.

AbinetArgaw

Appendix B

Biographical Information

Instruction: please put a tick mark (√) in the check box corresponding to the choice that most represents you.

Part one: Respondents demographic data

1. Gender: a) Male b) Female
2. Age group: a) 18-25 b) 26-30
- c) 31-35 d) 36-40
- e) above 40

3. Educational level: a) Diploma b) Bachelor degree c) Masters degree
d) Other: please specify
4. Work experience in the company: Below a) 0-1 year b) 1-3 year
c) 4-6 year year e) 10 year and above
5. Your current position in the organization
- a) supervisor b) Expert
c) Specialist d) professional

Appendix C

Work motivation questionnaire

Please indicate to what extent do you agree or disagree with the following scale

1- Strongly disagree

2-Disagree

3- Neutral

4-Agree

5- Strongly agree

Key: Strongly disagree =1, Disagree= 2, Neutral=3, Agree=4, Strongly agree=5

1. Current working condition of the organization

Statement from survey	1	2	3	4	5
1) I have the necessary equipment and supplies to perform my job					
2) I have good working relationship with my supervisor					
3) I have a good working relationship with my colleagues					
4) There is a clear channel of communication in my work place					
5) the work environment is suitable for the work I do					
6) the work environment is free from accident and hazards					
7) The amount of the work is fairly distributed					
8) The amount of work expected from me is reasonable					

2. Promotion practice of the organization

Statement from survey	1	2	3	4	5
1) There are opportunities to advance to better position					
2) Everyone has an equal chance to be promoted					
3) the company has transparent way of handling promotions					
4) I clearly understand my career advancement procedures					
5) promotions are performance related					
6) I am satisfied with the way promotions are given out on this job.					
7) I will be promoted within the next two years					

3. Work content of the organization

Statement from survey	1	2	3	4	5
1) My job is enjoyable					
2) I feel a sense of pride in doing my job.					
3) I regularly receive feedback on my job performance					
4) My job has variety					
5 I have certain degree of autonomy in my work					
6) My job has well established identity					

4. Benefit provided by the organization

Statement from survey	1	2	3	4	5
1) I am satisfied with the benefits I receive					
3) My medical scheme is good					
4) The benefit package I have is equitable with the job I do					
5) The leave arrangement of the organization is fair					

5. Payment made by the organization

Statement from survey	1	2	3	4	5
1) I feel am being paid a fair amount for the work I do					
2) salary increases are decided in fair manner					

3) My salary is fair in comparison with other employees who are doing similar jobs					
4) My salary is fair compared with that for similar jobs in other companies					
5) the salary raise considers the living standard					
6) the salary scheme considers the value the company puts on its employees					

Recognition given by the organization

Statement from survey	1	2	3	4	5
1) I receive recognition from my supervisor for tasks well done					
2) I am praised regularly for my work					
3) I get credit for the work I do					