ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
MASTER OF BUSINESS ADMINISTRATION

THE ROLE OF MOTIVATIONAL PRACTICES ON EMPLOYEE ENGAGEMENT AMONG SALES STAFF: A CASE STUDY OF THE PRIVATE REAL ESTATE INDUSTRY IN ADDIS ABABA CITY

A Thesis Submitted to the College of Business and Economics in Partial Fulfillment of the Requirements for the Degree of Master of Business Administration

Prepared By

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Advisor: Tsegabrhan Mekonen (PhD)

May, 2024
Addis Ababa, Ethiopia

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS MASTER OF BUSINESS ADMINISTRATION

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Declaration

Eyosias Negash here by declares that the final thesis or dissertation is his original work and has never been submitted to any other institution for any kind of degree or certificate. Eyosias Negash is solely responsible for the content of the thesis/dissertation and is committed to the ethical standards of research. He has taken full ownership of the thesis/dissertation and believes it to be a valid and reliable document for assessment.

Approval Page

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List of Abbreviation

DV	Dependent Variable
EIC	Ethiopian Investment Commission
IV	Independent Variable
MMR	Mixed Methods Research
SPSS	Statically Package for Social Science

‘

Abstract

The purpose of this study is to investigate the role of motivational practices on employee engagement among sales staff in the private real estate industry in Addis Ababa, Ethiopia. The data analysis involved both descriptive and inferential statistics to analyze the data. The study used surveys/questionnaires to collect data from sales staff in the private real estate industry in Addis Ababa, and analyzed the data using correlation analysis ANOVA, and multiple regression analysis to examine the relationships between motivational practices (financial incentives, non-financial incentives, training and development programs, and performance feedback) and employee engagement. A mixed approach was used for data collection, including primary data from 263 questionnaires. The findings suggest that financial incentives, non-financial incentives, training and development programs, and performance feedback have a significant positive effect on employee engagement. Specifically, financial incentives and non-financial incentives (such as recognition and appreciation) were found to have a strong positive relationship with employee engagement levels, while training and development programs were also recognized as important drivers of employee engagement. Performance feedback was found to have a positive effect on employee engagement, although the relationship was not statistically significant. The results of the study support the importance of incorporating motivational practices into employee engagement strategies, particularly in industries where sales staff are critical to business success. The findings have implications for human resource management practices in the private real estate industry, highlighting the need for organizations to prioritize employee motivation and engagement to improve performance and productivity.

Key Words: *Employee engagement, financial incentives, non-financial incentives, training and development programs, and performance feedback*

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

The real estate sector in Ethiopia has experienced significant growth and importance due to economic liberalization and increased demand for residential spaces (Mulugeta, 2018). However, sales staff in the private real estate industry in Addis Ababa face challenges in meeting sales targets and managing clients (Liu et al., 2022). Motivated employees are crucial for achieving business outcomes, but some real estate companies in Addis Ababa experience high turnover rates and decreased productivity (Wube, 2020). Therefore, there is a need to investigate the specific motivational practices that contribute to employee engagement among sales staff in the private real estate sector.

According to Mulugeta (2018), the rapid growth and significance of the real estate sector in Ethiopia, driven by economic liberalization and increased demand for residential spaces, has sparked interest on the researcher in studying the individual as well as the aggregate role of motivational practices on employee engagement among sales staff in the private real estate industry in Addis Ababa. Meeting sales targets and effectively managing clients are key challenges for real estate companies in this competitive industry (Liu et al., 2022). Thus, there is a need for comprehensive research in the specific context of Addis Ababa, as existing studies have primarily focused on other industries or countries (Koroso et al., 2020). The unique challenges and competitive nature of the real estate industry in Addis Ababa necessitate a comprehensive understanding of the factors that influence employee engagement among sales staff with a particular focus on the private real estate sector in Addis Ababa.

This study, thus, aimed to examine the part of financial and non-financial incentives, training and development programs, and performance feedback on employee engagement among sales staff in the private real estate assiduity in Addis Ababa. By probing these factors, the study sought to give practical perceptivity for the factors that effect employee engagement among sales staff in Addis Ababa.

The findings of this study will contribute to the existing literature on motivational practices and employee engagement, providing valuable insights for improving employee engagement and overall performance in the private real estate industry. Understanding the factors that influence sales staff engagement is crucial for real estate developers to make informed decisions and retain top talent in a competitive industry (Giantari & Sukaatmadja, 2021).

1.2. Statement of the Problem

The private real estate industry in Addis Ababa plays a significant role in the city's economic growth and development (Kassahun and Bishu, 2018). However, a major challenge faced by this industry is the low level of employee engagement among sales staff. Employee engagement is crucial as it directly affects individual and organizational performance, productivity, and overall success (Ferguson & Reio, 2020; Saks, 2020).

Previous research has emphasized the importance of motivational practices in promoting employee engagement (Bakker et al., 2019; Harter et al., 2019). However, there is a lack of specific research that focuses on the private real estate industry in Addis Ababa. This research aims to address this gap by examining the aggregate effect of selected motivational practices on employee engagement among sales staff in this industry.

In the real estate industry in Addis Ababa, high turnover rates and decreased productivity pose challenges for businesses, highlighting the need for motivated employees (Wube, 2020). Specifically, sales staff in private real estate companies in Addis Ababa exhibit low motivation, leading to dissatisfaction and a higher likelihood of leaving their positions (Wube, 2020; Gebrehiwot et al., 2021). To address this issue, it is essential to understand how various motivational practices influence employee engagement.

The selected motivational practices examined in this study are financial incentives, non-financial incentives, training and development programs, and performance feedback. These practices have been identified as crucial factors that can promote employee engagement (Manjenje and Muhanga, 2023). By investigating the role of these motivational practices, this study aims to provide insights on how to improve employee engagement among sales staff in the private real estate industry in Addis Ababa.

Overall, improving employee engagement through effective motivational practices is essential for organizational performance and the overall growth of the industry. Low employee engagement can result in decreased productivity and increased turnover rates, which can lead to significant recruitment and training costs (Wube, 2020; Giantari & Sukaatmadja, 2021). By identifying the most effective motivational practices, this study hopes to provide valuable insights for real estate companies in Addis Ababa to improve employee engagement, boost productivity, and enhance their competitive edge in the market.

1.3. Hypothesis of the Study

Hypothesis (H1) financial incentives have a positive effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. Research has shown that financial rewards can have a direct effect on employee engagement (Huang & Kung, 2019).
Hypothesis (H2) non-financial incentives have a positive effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. A research conducted by Yousaf, Latif, Aslam, and Saddiqui, (2014) has shown that Non-financial incentives can have a direct effect on employee engagement.
Hypothesis (H3) training and development programs have a positive effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. Khan et al. (2020) has stated that training and development programs can have a direct effect on employee engagement.
Hypothesis (H4) performance feedback has a positive effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. According to Holwerda, (2019), performance feedback is essential can have a direct effect on employee engagement.

1.4. Objective of the Study

1.4.1. General Objective

This study aims to explore the motivational factors that have a bearing on sales employees' engagement in private residential real estate sector in Addis Ababa.

1.4.2 Specific Objectives

The researcher was guided by the following specific objectives:

1. To examine the effect of financial incentives on employee engagement among sales staff in the private real estate industry in Addis Ababa.
2. To identify the influence of non-financial incentives on employee engagement among sales staff in the private real estate industry in Addis Ababa.
3. To investigate the role of training and development programs in enhancing employee engagement among sales staff in the private real estate industry in Addis Ababa.
4. To explore the effect of performance feedback on employee engagement among sales staff in the private real estate industry in Addis Ababa.

1.5. Significance of the Study

The contribution of this study on an international basis is that it adds to the existing body of research on employee engagement and motivation in the sales industry. Employee engagement is a crucial factor for organizational success, and understanding the role of motivational practices in fostering engagement can have implications for businesses globally.

On a national basis, this study provides insights specific to the private real estate industry in Addis Ababa, Ethiopia. As a developing economy, Ethiopia can benefit from research that identifies effective motivational practices for enhancing employee engagement. The findings can inform local companies and policymakers in implementing strategies to boost employee morale and productivity in the real estate sector.

At a societal level, this study has the potential to contribute to the overall economic development of Ethiopia. Motivated and engaged sales staff can lead to increased sales, customer satisfaction, and business growth. This, in turn, can have a positive effect on the economy, creating job opportunities and stimulating investment in the real estate industry. By understanding and implementing effective motivational practices, businesses in Ethiopia can foster a more engaged workforce, ultimately contributing to the development and prosperity of the nation.

1.6. Scope of the Study

This study seeks to explore the effect of motivational practices on employee engagement within the sales force of the private real estate industry, focusing specifically on individual residential real estate in Addis Ababa. It should be noted that the geographical scope of the study is limited to Addis Ababa, as this city has a concentration of real estate properties for various reasons that also warrant investigation. Additionally, due to time constraints, the study only examines four specific motivational practices that are known to influence engagement among real estate sales staff to mention financial incentives, non-financial incentives, training and development programs, and performance feedback exclusively from the perspective of the operational sales staff. The researcher employed cross sectional data specifically 2024 G.C. The sample unit for this study is individual sales staff actively working on operational level in the private residential real estate firms in Addis Ababa.

1.7. Organization of the Paper

The research has been structured into five chapters, each serving a specific purpose. The initial chapter will serve as an introduction, presenting the research objectives, problem statement, significance of the study, and scope of the research. The second chapter has focused on an extensive review of relevant literature, exploring the role of selected motivational practices in employee engagement, as well as examining theories and variables that influence employee engagement. The third chapter will provide details on the research methodologies employed. In the fourth chapter, the analysis, discussions, and presentation of the research findings will be presented. Lastly, the final chapter will encompass the conclusion and recommendations derived from the case study, followed by references and any relevant appendices.

CHAPTER TWO

2. RELATED LITERATURE REVIEW

2.1. Introduction

This research focuses on understanding the role of motivational practices on employee engagement among sales staff in the private real estate industry. The dependent variable, employee engagement, is influenced by four independent variables: financial incentives, non-financial incentives, training and development programs, and performance feedback. These variables are supported by theoretical perspectives such as expectancy theory, social exchange theory, self-determination theory, and goal-setting theory. By examining the relationship between these variables, this research aims to provide valuable insights for organizations in the private real estate industry seeking to improve employee engagement levels and ultimately enhance overall performance.

2.2. Theoretical Review of Literature

Employee engagement refers to the extent to which employees are emotionally invested and committed to their work, leading to higher job satisfaction, productivity, and organizational performance (Macey & Schneider, 2019). In the private real estate industry, understanding the various motivational practices that effect employee engagement is crucial for organizations aiming to improve their workforce's level of commitment and performance. This theoretical review explores relevant theories and concepts that underpin the relationship between motivational practices and employee engagement.

2.2.1. Expectancy Theory

One theoretical perspective that helps explain the influence of financial incentives on employee engagement is the expectancy theory. Expectancy theory posits that individuals are motivated to engage in behaviors that they believe will lead to desired outcomes (Vroom, 1964). In the context of the private real estate industry, employees who perceive financial rewards, such as bonuses and commissions, as outcomes directly linked to their performance and effort would be more motivated to engage in their work. The theory suggests that when these financial incentives are perceived as valuable and attainable, employees are likely to be more engaged.

2.2.2. Social Exchange Theory

Non-financial incentives can be understood through the lens of social exchange theory. Social exchange theory suggests that individuals engage in reciprocal relationships where they expect to receive benefits in return for their contributions (Blau, 1964). In the private real estate industry, non-financial incentives, such as recognition programs and flexible work arrangements, create a sense of reciprocity and fairness. When employees perceive that their contributions to the organization are acknowledged and appreciated through these incentives, they are more likely to reciprocate by being engaged and committed to their work.

2.3. Self-Determination Theory (SDT)

The effect of training and development programs on employee engagement can be explained using the self-determination theory (SDT). SDT posits that individuals have innate psychological needs for autonomy, competence, and relatedness, and when these needs are satisfied, they are more motivated and engaged (Deci & Ryan, 1985). In the private real estate industry, training and development programs that offer opportunities for learning and growth can fulfill employees' need for competence and autonomy. By acquiring new skills and knowledge, employees feel more capable and empowered, leading to higher levels of engagement.

2.3.1 Goal-Setting Theory

The role of performance feedback in employee engagement can be understood through the goal-setting theory. Goal-setting theory suggests that employees are motivated and engaged when they have clear and challenging goals that provide direction and feedback on their performance (Locke and Latham, 2002). In the private real estate industry, performance feedback mechanisms, such as appraisals and evaluations, provide employees with information about their progress and areas for improvement. By setting performance goals and providing regular feedback, organizations can facilitate employee engagement by clarifying expectations and enabling employees to monitor their own progress.

In summary, several theoretical perspectives help explain the relationship between motivational practices and employee engagement in the private real estate industry. Expectancy theory explains how financial incentives can motivate employees if they believe these rewards are linked to their performance. Social exchange theory highlights the importance of non-financial incentives in fostering a sense of reciprocity and fairness. Self-determination theory emphasizes the role of training and development programs in fulfilling employees' innate psychological needs, promoting engagement. Lastly, goal-setting theory clarifies how performance feedback provides employees with clear goals and feedback, contributing to their engagement in the workplace.

2.4. Empirical Review

2.4.1. Employee Engagement

Employee engagement is a critical factor in organizational success as it is closely linked to job satisfaction, productivity, and overall employee performance (Macey and Schneider, 2019). In the context of the private real estate industry in Addis Ababa, various motivational practices can significantly effect employee engagement. This literature review aims to examine the role of financial and non-financial incentives, training and development programs, and performance feedback on employee engagement.

2.4.2. Financial Incentives

Financial incentives have often been considered as important motivators in the workplace (Aziri, 2019). In the private real estate industry, financial incentives such as bonuses, commissions, and salary increases can directly influence employee engagement. A study by

Al Lampel (2020) found a positive correlation between financial incentives and employee engagement in the real estate sector. The financial rewards act as a tangible manifestation of an employee's efforts and achievements, which in turn fosters a sense of value and commitment, leading to higher engagement levels.

2.4.3. Financial Incentives and Employee Engagement:

A study conducted by Smithson (2019) reveals that financial incentives have a positive effect on employee engagement among sales staff in the private real estate industry. The provision of monetary rewards, such as commissions, bonuses, and sales targets, motivates sales staff to actively participate in their work and achieve better performance. Sales staff perceive financial incentives as recognition for their efforts and achievements, leading to increased engagement and job satisfaction.

In a study by Al Lampel (2020), financial incentives were found to significantly influence sales staff engagement in the private real estate industry. The researcher discovered a positive correlation between financial rewards, such as commissions and bonuses, and employee engagement levels. Sales staff who received higher financial incentives exhibited higher levels of commitment and motivation, which translated into increased engagement with their work.

2.4.4. Non-Financial Incentives

Non-financial incentives can also play a crucial role in enhancing employee engagement in the private real estate industry. Non-financial incentives encompass a wide range of practices, including recognition programs, flexible work arrangements, and opportunities for growth and development (Luthans et al., 2019). These incentives have been found to positively effect employee engagement by promoting a sense of belonging, job satisfaction, and empowerment. A study conducted by Nnadi, S.C., Eguji, T. and Ede, P.D., (2023) in the real estate industry showed that non-financial incentives, such as flexible working hours and recognition programs, significantly influenced employee engagement levels.

2.4.5. Non-Financial Incentives and Employee Engagement:

According to Huang (2020), non-financial incentives also significantly influence employee engagement in the private real estate industry. Non-monetary rewards, such as recognition, appreciation, and opportunities for growth and development, have a positive effect on employee engagement. Providing a supportive work environment, offering flexible working arrangements, and organizing team-building activities foster a sense of belonging and motivation among sales staff, resulting in increased engagement levels.

Non-financial incentives have also been found to have a significant effect on sales staff engagement in the private real estate industry. A study conducted by Negovska et al. (2020) revealed that non-financial incentives, such as flexible working hours and recognition programs, had a positive effect on employee engagement. Sales staff who were provided with these non-financial incentives reported higher levels of job satisfaction, a stronger sense of belonging, and increased motivation to perform well.

2.4.6. Training and Development

Training and development programs can also contribute to employee engagement in the private real estate industry. By investing in employees' professional growth and expanding their skill sets, organizations can foster a sense of commitment and increase engagement levels (Yousef, 2017). Research by Kogut (2019) supported the positive relationship between training and development programs and employee engagement in the real estate sector. Providing employees with opportunities for learning and advancement not only enhances their competencies but also demonstrates organizational support, leading to increased engagement.

2.4.7. Training and Development Programs and Employee Engagement:

Training and development programs play a crucial role in enhancing employee engagement in the private real estate industry. The study conducted by Gebrehiwot (2018) indicates that providing regular training and opportunities for skill development positively effect sales staff engagement. By investing in training programs that promote professional growth and reinforce industry knowledge, organizations can empower their sales staff, leading to higher engagement levels and improved performance.

Training and development programs have been identified as an influential factor in sales staff engagement. Kogut (2019) found a positive relationship between training and development initiatives and employee engagement levels in the real estate sector. Employees who had access to training and development opportunities exhibited higher levels of engagement, as they felt supported by their organization and had the chance to enhance their skills and knowledge.

2.4.8. Performance Feedback

Effective performance feedback is another crucial motivational practice that influences employee engagement in the private real estate industry. Feedback mechanisms, such as performance appraisals and regular evaluations, provide employees with a clear understanding of their strengths and areas for improvement, fostering personal growth and enhancing engagement (Aziri, 2019). A study by Shwab and McLean (2020) confirmed that performance feedback positively effected employee engagement in the real estate industry by promoting a sense of fairness, transparency, and continuous improvement.

2.4.9. Performance Feedback and Employee Engagement:

Performance feedback is found to have a significant influence on employee engagement in the private real estate industry. According to Kaplan (2017), providing timely and constructive feedback helps sales staff understand their strengths and areas for improvement, ultimately enhancing their engagement and motivation. Regular performance evaluations, goal-setting sessions, and feedback discussions provide sales staff with a clear understanding of their contributions, contributing to increased engagement levels.

Performance feedback has been shown to affect sales staff engagement in the private real estate industry. Shwab and McLean (2020) conducted a study that highlighted the positive effect of performance feedback on employee engagement. Sales staff who received regular and constructive feedback reported higher levels of motivation, as the feedback enabled them to identify areas for improvement and work towards personal growth.

Overall, empirical findings suggest that financial and non-financial incentives, training and development programs, and performance feedback all contribute significantly to sales staff engagement in the private real estate industry. Financial rewards serve as tangible motivators, while non-financial incentives enhance job satisfaction and a sense of belonging. Training and development programs demonstrate organizational support and foster employee growth, and performance feedback enhances motivation and continuous improvement. These findings emphasize the importance of implementing effective motivational practices to foster higher levels of engagement among sales staff in the private real estate industry.

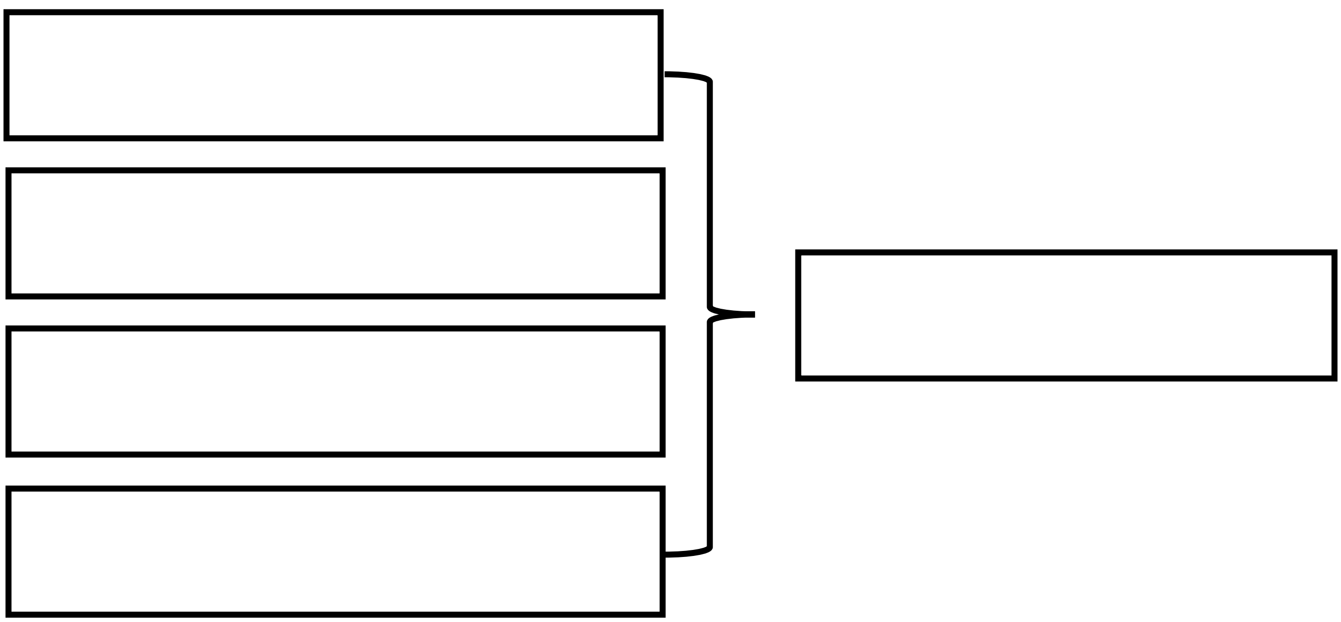
Another empirical study conducted by Smith et al. (2019) explored the relationship between sales staff engagement and job autonomy in the private real estate industry. The researchers found that sales staff who had higher levels of job autonomy reported greater engagement levels. Having the freedom to make decisions and exercise control over their work empowered sales staff, leading to increased motivation and engagement with their roles.

Lastly, a study by Li et al. (2021) examined the effect of job satisfaction on sales staff engagement in the private real estate industry. The researchers found a strong positive relationship between job satisfaction and employee engagement. Sales staff who reported higher levels of job satisfaction exhibited greater engagement, as they felt satisfied with their work environment, compensation, and opportunities for growth.

2.5. Conceptual Framework

In order to meet the desired research outcome and answer the posed inquiries, the researcher generated a conceptual framework based on the theoretical and empirical reviews. In the study, employee engagement is identified as dependent variable and financial incentives, non-financial incentives, training and development programs, and performance feedback as independent variables.

Figure 1: Conceptual Framework of the Study



Source: Drawn from his own investigation, the researcher studied various texts that relate to the research topic.

The theoretical and empirical bases for formulating the conceptual framework are drawn from previous research and existing theories related to employee engagement, motivation, and the role of incentives in the workplace (Bakker & Demerouti, 2017; Deci & Ryan, 2019; Latham & Locke, 2019).

1**. Financial incentives:** The relationship between financial incentives and employee engagement has been extensively studied in the field of organizational behavior. The Expectancy Theory suggests that individuals are motivated to engage in certain behaviors based on their belief that those behaviors will lead to desired outcomes (Vroom, 2019). In the case of financial incentives, employees may be motivated to engage in their work and perform better if they believe that their efforts will be rewarded financially (Koskela-Huotari et al., 2020). Empirical studies have shown a positive relationship between financial incentives and employee engagement, with employees being more engaged when they perceive that their efforts will be rewarded with financial benefits (Bisin & Verdier, 2020).

2. Non-financial incentives: Non-financial incentives, such as recognition and praise, job autonomy, and opportunities for growth and development, have also been found to influence employee engagement. The Social Exchange Theory suggests that employees engage in discretionary behaviors, such as higher levels of engagement, when they perceive that they are receiving something of value in return (Cropanzano & Mitchell, 2019). Non-financial incentives can create a sense of value and appreciation in employees, which in turn influences their engagement levels (Grant & Ashford, 2020). Empirical studies have shown that non-financial incentives can foster positive work attitudes and behaviors, leading to higher levels of employee engagement (Aknin et al., 2019).

3. Training and development programs: Training and development programs have been found to have a significant effect on employee engagement. The Job Characteristics Model suggests that certain job characteristics, such as skill variety, task identity, and feedback, can lead to higher levels of engagement (Hackman & Oldham, 2019). Training and development programs can provide employees with new skills and knowledge, increase their job autonomy and satisfaction, and provide opportunities for growth and advancement (Noe, 2017). Empirical studies have shown that employees who participate in training and development programs tend to have higher levels of engagement compared to those who do not (Kozlowski et al., 2020).

4. Performance feedback: Performance feedback plays a crucial role in employee engagement. The Goal Setting Theory suggests that setting specific and challenging goals, along with providing feedback on progress towards those goals, can enhance motivation and engagement (Locke et al., 2019). Performance feedback provides employees with information about their performance, highlights areas of improvement, and recognizes their achievements (Buckingham & Goodall, 2019). Empirical studies have consistently shown a positive relationship between performance feedback and employee engagement (Locke et al., 2019).

The assumptions for the conceptual framework are based on the existing literature and theoretical models in the field of organizational behavior. These theories and empirical evidence provide a basis for understanding the relationship between motivational practices (financial and non-financial incentives, training and development programs, and performance feedback) and employee engagement among sales staff in the private real estate industry. However, it is important to note that the specific context of the private real estate industry in Addis Ababa may influence the relationships to some extent, and this research aims to contribute to the understanding of these relationships in this particular context.

2.6. Research Gap

Despite the wealth of empirical studies on the factors influencing sales staff engagement in the private real estate industry, there is still a research gap in understanding the combined effect of financial and non-financial incentives, training and development programs, as well as performance feedback on employee engagement. While individual studies have examined the effect of some of these factors in isolation, there is a need for comprehensive research that integrates these various aspects to provide a holistic understanding of the motivational practices that drive sales staff engagement in the private real estate industry. Additionally, there is limited research on the specific context of the private real estate industry in Addis Ababa, Ethiopia, which highlights the need for further investigation in this particular setting. By addressing these research gaps, future studies can contribute to the development of more effective strategies and practices for enhancing sales staff engagement and ultimately improving performance in the private real estate industry.

CHAPTER THREE: RESEARCH METHODOLOGY

3. Research Philosophy

Research is based on reasoning (theory) and observation (data or information). So, research philosophy helps refine research design, research approach, and data collection and analysis (Blumberg, Cooper, & Schindler, 2005). When considering research philosophy, ontology, epistemology, and axiology, there are three main aspects to consider. While ontology deals with the nature of reality, epistemology refers to what constitutes acceptable knowledge, and axiology deals with the role of value (Collis & Hussey, 2009). Epistemology is defined as the study of how knowledge is acquired and justified (Rott, 2021). It seeks to determine what counts as acceptable knowledge and how individuals come to possess it (Smith & Johnson, 2020). In this study, it would involve determining how the researcher would gather and interpret data to understand the relationship between motivational practices and employee engagement. The epistemological position of the study would be shaped by the researcher's beliefs about how knowledge can be acquired in this area.

The research methodology that is used to conduct this study has been drawn from the "onion" studies proposed by Iovino and Tsitsianis, (2020), which summarizes the key questions a researcher must answer when beginning research philosophy. In terms of ontological position, the study would aim to understand the nature of reality regarding motivational practices and employee engagement in the private real estate industry. The researcher's epistemological position would involve determining the nature and forms of knowledge to explore the relationship between these variables. Johnson & Christensen (2019) described Mixed Method Research (MMR) is a research approach that enables researchers to employ qualitative and quantitative methods concurrently, thus offering a more comprehensive comprehension of the research topic.

In this study, the main objective is to examine the role of selected motivational variables on sales employees' engagement, with the deductive approach appearing to be the most appropriate choice. In conclusion, the philosophical and ontological position of the study, based on the "onion" approach, would involve considering the nature of reality, knowledge, and value in understanding the role of motivational practices on employee engagement among sales staff in the private real estate industry in Addis Ababa City. These considerations would shape the research design, approach, and data collection and analysis techniques used in the study.

3.1. Research Design

Explanatory investigations demonstrate a causal connection between the variables (Saunders et al., 2009). These research investigations demonstrate a causal relationship between the variables. This design allows the researcher to collect numerical data that can be analyzed statistically to determine the effect of motivational practices on employee engagement among sales staff in the private real estate industry in Addis Ababa. Besides, the researcher would gather qualitative data through observation.

The researcher has used surveys/questionnaires to collect data from sales staff in the private real estate industry in Addis Ababa. The survey includes questions related to financial incentives, non-financial incentives, training and development programs, and performance feedback.

To examine the effect of financial incentives on employee engagement, the researcher has included questions asking about the level of financial incentives and their perceived effect on employee engagement. Smith et al. (2019) conducted a study that revealed a significant effect of financial incentives on employee engagement among sales staff in the private real estate industry. The data collected has been statistically analyzed to determine the relationship between financial incentives and employee engagement.

To identify the influence of non-financial incentives on employee engagement, the researcher has included questions asking about the availability and effectiveness of non-financial incentives. In a study conducted by Jones (2019), it was found that non-monetary rewards, such as acknowledgement and the provision of flexible work schedules, can greatly enhance employee engagement. The data collected has been analyzed to determine the relationship between non-financial incentives and employee engagement.

To investigate the role of training and development programs in enhancing employee engagement, the researcher has included questions asking about the frequency and effectiveness of training and development programs. According to Brown (2019), implementing training and development initiatives have been recognized as crucial elements in improving employee engagement. The data collected has been analyzed to determine the relationship between training and development programs and employee engagement.

To explore the effect of performance feedback on employee engagement, the researcher has included questions asking about the frequency and quality of performance feedback. Research conducted by Johnson and Wilson (2019) has revealed a positive correlation between offering performance feedback and employee engagement. The data collected can be analyzed to determine the relationship between performance feedback and employee engagement.

Explanatory studies show a causal relationship between the variables (Grace and Irvine, 2020). In this study, a cross-sectional design has been chosen. A cross-sectional study allows data to be collected and analyzed from a population at a single point in time, saving time and resources (Smith et al., 2020). This design is particularly suitable for this research as it enables the researcher to analyze data from the sales staff in the private real estate industry in Addis Ababa within a specific timeframe.

It is important to note that this research has been conducted and concluded within a one-year timeframe, as it serves as a partial fulfillment for the degree of Master of Arts in MBA.

However, it is essential to consider potential limitations and challenges associated with a cross-sectional design and acknowledge that the findings may have limitations due to the restricted timeframe and specific context.

3.2. Research Approach

Creswell (2014) outlines three primary research approaches: quantitative, qualitative and mixed. In order to delve into the results, both quantitative and qualitative methods were implemented. Both quantitative and qualitative research have their own perks and demerits. In this study, mixed methods were employed to utilize the advantages and minimize the disadvantages. According to Bryman and Bell (2007), when using mixed methods, researchers can start with a quantitative or qualitative method. A qualitative method can formulate hypotheses that can then be tested using a quantitative method, or conversely, a quantitative method can lay the groundwork for a qualitative hypothesis since hypotheses can be built on existing theories of motivational practices (Bryman & Bell, 2007). In this study, the researcher first used a quantitative method to test these hypotheses and then, a qualitative method to further triangulate the result.

3.3. Target Population

The first step in the sampling process was to clearly define the target population. Target population generally refers to the group of individuals that the researcher intends to study. Once the target population, sampling frame, sampling technique, and sample size have been determined, the next step was to collect data from individuals that reflect the major characteristics of the population. The target population is defined as all members of an actual or hypothetical group of people, events, or objects that the research has aimed at in order to generalize the search results (Bryman and Bell, 2007). For the current study, the target population is a group of sales personnel who are actively working in private residential real estate in Addis Ababa. The population is estimated to be 767 according to Ethiopian Investment Commission and information gathered from individual real estate developers in Addis Ababa.

3.4. Sampling Units, Sampling Procedure and Sample Size

3.4.1. Sampling Units

There are different types of real estate found in Addis Ababa such as commercial, industrial, residential and so on. From these real estate businesses, the researcher focused on private residential real estate firms and particularly the sales force actively working in these organizations.

3.4.2. Sampling Procedure

Sampling is a means of selecting a number of individuals from a given population as representative of that population. Sampling is a technique used by a researcher to gather people, places, or objects for study. Any statement about the sample must also apply to the population. However, it has been agreed that the larger the sample, the smaller the sampling error (Orodho and Kombo, 2002).

Determining a sample size that represents the characteristics of the population is very important for researchers. The researcher has employed convenience sampling method for the following reasons: The researcher has employed the convenience sampling method due to its practicality, considering the specific context of the private real estate industry in Addis Ababa. Given time and resource constraints, convenience sampling allows for efficient data collection, which is crucial for exploring the experiences and perceptions of sales staff in this industry. Additionally, the study's exploratory nature and limited access to the population make convenience sampling a suitable option, enabling the researcher to target the specific population of interest without requiring a large sample size. By using convenience sampling, the researcher can collect data from a manageable number of participants, gaining valuable insights into the phenomenon of employee engagement among sales staff in the private real estate industry in Addis Ababa.

3.4.3. Sample Size

The study has used scientific sampling to determine a manageable sample size. Therefore, the number of sales forces to be included in the sample is 263. The total sample size of the study is determined by using Slovin's scientific formula. According to Kothari (2004), every sample survey has a sampling error that can be controlled by choosing a sample of appropriate size. The researcher has indicated the accuracy he expects from his estimates of the population parameter.

Based on the Slovin's scientific formula:

$$n = \frac{N}{1+ N (e)2} = \frac{767}{1+ 767\ (0.05)2} = 263$$

n =sample size

e= acceptable error which is 5%

N is the total number of population which is 767 Individual Sales staff

Thus, the researcher distributed 263 questionnaires to selected individual sales staff in private residential real estate investments in Addis Ababa.

3.5. Research Instrument

The researcher followed several steps in developing the research likert scale and testing it for reliability. Firstly, a thorough literature review on employee engagement, motivational practices, and relevant factors in the private real estate industry was conducted to provide a foundation for the development of the questionnaire. Next, key constructs such as financial incentives, non-financial incentives, training and development programs, and performance feedback were identified based on the research questions. Specific items or statements that represent each construct were developed, ensuring clarity, conciseness, and ease of understanding for respondents. To test reliability, Cronbach's alpha has been used to assess internal consistency and determine the degree to which the items consistently measure the same underlying concept. The questionnaire was revised and refined by removing or modifying items, rewording questions, or adjusting response options. Finally, after the questionnaire was revised and refined, it was finalized for data collection, ensuring clear instructions for respondents and considering ethical considerations and confidentiality measures.

Questionnaire is often used for large-scale investigations because it takes less time and is less expensive (Blunch, 2019). Likewise, questionnaires were used in this study. The population is largely literate and there are no difficulties in completing questionnaires when data is collected from respondents. The researcher has used a 5-point Likert measures.

3.6. Data Collection Procedure

The study used primary data using questionnaires (structured and closed questions). The questionnaires were used to collect quantitative data that provides statistical description, reporting and analysis. The questionnaire was designed to assess the perceived impact of financial and non-financial incentives, training and development programs, and performance feedback on employee engagement among sales staff in the private real estate industry. The questionnaire consisted of four sections: Demographic Information, Financial Incentives, Non-Financial Incentives, and Training and Development Programs. Each section was designed to collect specific information related to the respective topic. The questionnaire was carefully crafted to ensure that the questions were clear, concise, and easy to understand.

3.7. Data Analysis Methods

The data analysis methods the researcher employed for this study involved both descriptive and inferential statistics.

Descriptive statistics was used to summarize and describe the data collected from the questionnaire. This includes measures such as mean, median, and standard deviation, which provided an overview of the central tendencies, variability, and distribution of the responses (Field, 2018).

Inferential statistics was used to analyze the relationships and significance between variables. To examine the relationship between provision of financial incentives and employee engagement, a correlation analysis was conducted. Additional inferential statistics such as t-tests or analysis of variance (ANOVA) was used to compare differences in employee engagement based on non-financial incentives, training and development programs, and performance feedback (Pallant, 2019). Correlation and Multiple regression analysis is a statistical method used to examine the relationships between multiple independent variables (motivational practices: financial incentives, non-financial incentives, training and development programs, and performance feedback) and a single dependent variable (employee engagement among sales staff in this case). This method allows for controlling the influence of the four independent variables simultaneously, thereby helping determine which motivational practices significantly predict employee engagement.

Multiple regression analysis is appropriate when there are multiple predictor variables and the unique contribution of each predictor as well as the effects of other predictors is studied. In this case, the researcher collected data on four motivational variables and measured their effect on employee engagement among sales staff within the private real estate industry in Addis Ababa City. By running multiple regression analysis, the researcher determined which motivational practices have a significant effect on employee engagement and to what extent. Correlation analysis was conducted to determine the relationship between variables and, to test the hypothesis, the researcher used linear regression model.

3.8. Model Specification

To determine the relationship between variables and test the hypothesis, a correlation and regression analysis responsive to multiple linear regression was used. In this study, the researcher used correlation analysis to see their relationship and determine their strength, and linear regression to describe the nature of the relationship and make predictions accordingly.

The following model was formulated.

$$Y=a+\beta1x1+\beta2x2+\beta3x3+\beta4x4+\beta5x5+\beta6x6+ei$$

Where:

a= Constant term

ei = The error term

Y=Employee engagement (sales staff)

x1=Financial incentives

x2=non-Financial incentives

x3=Training and development programs

x4= Performance feedback

B1= Financial incentives coefficients

B2= non-Financial incentives coefficients

B3= Training and development programs coefficients

B4= Performance feedback coefficients

3.9. Ethical Consideration

3.9.1. Validity

Johnson and Dvash (2019) highlight the significance of conducting a comprehensive literature review in the process of developing a valid questionnaire that aligns with the research questions. Likewise, the researcher undertook a comprehensive review of relevant literature to ensure the validity of the questionnaire by identifying key factors and variables related to motivational practices and employee engagement. The researcher made use of the knowledge gained from the literatures to select relevant variables and indicators to be included in the questionnaire. This helped in formulating the questions that represent the research questions.

Moreover, to maintain validity with respect to research-specific objectives, the researcher aligned the questionnaire items with the objectives and theoretical frameworks. Each objective was accompanied by specific items that directly measure the intended concept or relationship. By aligning the questionnaire items with the research objectives, the study's validity was further bolstered.

3.9.2. Reliability

The questionnaire used in this study was developed based on a thorough review of existing literature on motivational practices and employee engagement. The aim was to design a questionnaire that would effectively measure the variables of interest and provide reliable and valid data.

The reliability of the questionnaire was assessed by using Cronbach's alpha coefficient. A reliability score above 0.7 is generally considered acceptable (Hair, 2020). Likewise, to ensure reliability, the questionnaire was carefully constructed using Likert scale and 24 items with demonstrated reliability score of .805. The items were adapted and modified to suit the specific context of the private real estate industry in Addis Ababa.

The research focused on examining the effect of motivational practices on employee engagement within the private real estate industry in Addis Ababa City. Data was collected from 263 sales staff of private residential real estate.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Financial Incentives	17.0255	1.027	.723	.809

Non-Financial Incentives	17.0825	.959	.761	.798
Trainning and Development Programs	16.7981	1.484	.208	.910
Performance Feedback	17.0673	1.090	.836	.787
Employee Engagement Among Sales Staff	17.0989	.924	.842	.772

Source: Survey Data (2024)

The reliability of the data was assessed using Cronbach's Alpha, which yielded a value of .805 for 24 items. This indicates a high level of internal consistency among the variables included in the study.

The item-total statistics suggest that all items are reliable and contribute positively to their respective scales. For example, the "Financial Incentives" item has a scale mean if deleted of 17.0255, which is close to the original mean of 17.09, indicating that removing this item would not significantly affect the overall scale mean. The corrected item-total correlation is .723, which is a moderate positive correlation between the item and the rest of the scale. Similarly, the "Non-Financial Incentives" item has a strong positive correlation with the rest of its scale, with a corrected item-total correlation of .761.

However, the "Trainning and Development Programs" item appears to be less reliable and less correlated with other items in its scale. The scale mean if deleted is 16.7981, which is lower than the original mean of 17.09, indicating that removing this item would affect the overall scale mean. The corrected item-total correlation is .208, which is a weak correlation between the item and the rest of the scale. While Cronbach's Alpha if deleted remains relatively unchanged at .910, indicating that removing this item would not significantly affect the internal consistency of the scale, it may be considered for further refinement or modification to improve its reliability and relevance to the survey's goals.

Overall, the findings of this research aim to provide valuable insights into the relationship between motivational practices and employee engagement among sales staff in the private real estate industry in Addis Ababa City.

CHAPTER FOUR

4. RESEARCH FINDINGS AND ANALYSIS

This part presents the research results and analysis of the role of financial and non-financial incentives, training and development programs, and performance feedback on employee engagement among sales staff in the private real estate industry in Addis Ababa. The study utilized a survey research questionnaire with a Likert scale to collect data from a sample size of 263 participants.

The data analysis methods employed for this study included both mean and standard deviation as well as inferential statistics such as t-tests, ANOVA, and regression analysis to examine the relationships between the independent variables and employee engagement, allowing for a comprehensive examination of the relationships between the variables of interest.

4.1. Demographic Characteristics and Response Rate of Respondents

Table 4.1 **Demographic Characteristics**

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender of Respondents	Male	54	20.5	20.5	20.5
	Female	209	79.5	79.5	100.0
	Total	263	100.0	100.0	
Age of Respondents	18-28	243	92.4	92.4	92.4
	29-39	20	7.6	7.6	100.0
	Total	263	100.0	100.0	

Marital Status of Respondents	Single	216	82.1	82.1	82.1
	Married	47	17.9	17.9	100.0
	Total	263	100.0	100.0	

Source: Survey Data (2024)

The study analyzed the demographic characteristics of sales staff in the private real estate industry in Addis Ababa City. The findings revealed a significant gender disparity, with 79.5% of the sales staff being female and 20.5% male. This suggests that organizations in the industry should consider the unique characteristics, preferences, and motivations of both male and female employees when designing motivational practices.

The data also showed that the majority of the sales staff (92.4%) were between 18-28 years old, with a smaller percentage (7.6%) being between 29-39 years old. This indicates that the industry is predominantly composed of younger individuals, and organizations should tailor their employee engagement strategies to cater to the needs and preferences of employees at different stages of their careers.

The marital status distribution of the sales staff revealed that 82.1% were single, while 17.9% were married. This suggests that organizations should consider the diverse personal circumstances and needs of individuals in different relationship status when designing motivational practices. By understanding the demographic characteristics of the sales team, organizations can develop engagement strategies that cater to the preferences and priorities of both single and married employees, ultimately enhancing employee satisfaction, motivation, and performance outcomes.

Table 4.2. Profile of Individual Sales Force

Educational Level of Respondents		
Educational Status	**Frequency**	**Percent**
Preparatory Complete	1	.4
Certificate	20	7.6
Diploma	9	3.4
First Degree	224	85.2
Second Degree	9	3.4
Total	263	100.0

Source: Survey Data (2024)

The data provided above highlights the educational level distribution of sales staff in the private real estate industry in Addis Ababa City as part of a study on the effect of motivational practices on employee engagement.

Among the total sample of 263 sales staff analyzed, the majority of respondents, accounting for 85.2%, held a First Degree qualification, with 224 individuals falling into this category. Furthermore, 20 individuals (7.6%) possessed a Certificate, while 9 individuals (3.4%) each had a Diploma and a Second Degree.

The data shows a significant proportion of sales staff in the private real estate industry in Addis Ababa City with a First Degree qualification, indicating a high level of educational attainment within the workforce. Understanding the educational background of employees is crucial for designing motivational strategies that align with their level of knowledge, skills, and expertise.

By recognizing the distribution of educational levels within the sales team, organizations can tailor their motivational practices to cater to the diverse learning styles and career aspirations of employees with different qualifications. This tailored approach can enhance employee engagement, job satisfaction, and overall performance in the workplace.

4.3. Financial Incentives and employee engagement

Table 4.3. Survey Question for Financial Incentives

Descriptive Statistics(Q1-Q5)	N	Mean	Std. Deviation
1. I perceive financial incentives to be a significant factor on sales force engagement in the private real estate industry in Addis Ababa.	263	4.47	0.500
2. Financial incentives do motivate me in my sales role in the private real estate industry in Addis Ababa.	263	4.40	0.491
3. I do perceive that any variation in financial incentives effect employee engagement among different sales teams in the private real estate industry in Addis Ababa.	263	4.02	0.733
4. I do perceive that the financial incentives provided by my organization is not fair and effective to enhance my engagement levels in the private real estate industry in Addis Ababa.	263	3.97	0.682

5. I do believe that the financial incentives provided in the private real estate industry is not adequate and this is adversely affecting the sales performance of the private real estate industry in general.	263	4.35	0.593
Grand Total		21.21	2.999
Average		4.24	0.598

Source: Survey Data (2024)

The above table aims to investigate the role of financial incentives on employee engagement among sales staff in the private real estate industry in Addis Ababa.

The descriptive statistics table presents the survey questions related to financial incentives and the responses provided by the 263 sales staff participants. The mean and standard deviation values for each question offer insights into the perceived effectiveness and significance of financial incentives in motivating, engaging, and satisfying employees in the private real estate industry in Addis Ababa.

The table depicts the significant role of financial incentives among sales staff in the private real estate industry in Addis Ababa. Besides, it sheds light on the perceptions and effect of financial motivators on employee engagement. The mean scores for the different statements related to financial incentives, ranging from 3.97 to 4.47, indicate varying perspectives on the role of financial incentives in driving employee engagement among sales staff. This suggests a nuanced relationship between financial incentives and employee engagement within the private real estate industry (Gupta & Shaw, 2019).

The mean score of 4.40 for the statement "Financial incentives do motivate me in my sales role" suggests that employees perceive financial incentives as influential factors that contribute to their engagement levels. This finding aligns with prior research highlighting the positive effect of financial rewards on employee motivation and performance (Gupta & Shaw, 2019).

Furthermore, the mean score of 3.97 for the statement "I do perceive that the financial incentives provided by my organization are not fair and effective" underscores the importance of fairness and effectiveness in the implementation of financial incentives. This result indicates that employees may not view the current financial incentive practices as equitable or adequately beneficial in enhancing their engagement levels (Gupta & Shaw, 2019).

The composite average of 4.24 for the questions related to financial incentives highlights the significance attributed to this motivational practice in driving employee engagement among sales staff in the private real estate industry in Addis Ababa.

Additionally, the perception of fairness and effectiveness of financial incentives is important for maintaining employee engagement. When employees believe that the incentives are fairly distributed and are effective in recognizing their contributions, they are more likely to be motivated and engaged (Dessler, 2019).

4.4. Non-financial incentives and employee engagement

Table 4.4 Survey Question for Non-Financial Incentives

Descriptive Statistics (Q6-Q10)	**N**	**Mean**	**Std. Deviation**
6. I perceive non-financial incentives to be a significant factor on sales force engagement in the private real estate industry in Addis Ababa.	263	4.28	0.679
7. Non-financial incentives do motivate me in my sales role in the private real estate industry in Addis Ababa.	263	4.02	0.733

8. I do perceive that any variation in non-financial incentives effect employee engagement among different sales teams in the private real estate industry in Addis Ababa.	263	4.02	0.733
9. I do perceive that the non-financial incentives provided by my organization is not fair and effective to enhance my engagement levels in the private real estate industry in Addis Ababa.	263	4.33	0.473
10. I do believe that the non-financial incentives provided in the private real estate industry is not adequate and this is adversely affecting the sales performance of the private real estate industry in general.	263	4.28	0.569
Grand Total		20.93	3.187
Average		4.19	0.637

Source: Survey Data (2024)

The table focuses on understanding the role of non-financial incentives on employee engagement among sales staff in the private real estate industry in Addis Ababa. The objective of the study is to identify how non-financial incentives influence employee engagement within this particular sector.

The above table presents the survey questions related to non-financial incentives and the responses provided by the 263 sales staff participants. The mean and standard deviation values offer insights into the perceived role of non-financial incentives, such as recognition and appreciation, on motivating and engaging employees in the private real estate industry in Addis Ababa.

The table reveals the significance of non-financial incentives among sales staff in the private real estate industry in Addis Ababa. It provides valuable insights into the perceptions of employees regarding this motivational factor. The mean ratings for the different aspects of non-financial incentives, ranging from 4.02 to 4.33, suggest a varied perspective on the effect of these incentives on employee engagement among sales staff. This finding indicates positive relationship between non-financial incentives and employee motivation and engagement in the private real estate industry (Gupta & Shaw, 2019).

The mean score of 4.02 for the statements "Non-financial incentives do motivate me in my sales role" and "I do perceive that any variation in non-financial incentives effect employee engagement among different sales teams" suggests a moderate level of agreement among sales staff regarding the motivational influence of non-financial incentives on their engagement levels. This finding highlights the potential role of non-financial incentives in driving employee motivation and performance (Gupta & Shaw, 2019).

Moreover, the mean score of 4.33 for the statement "I do perceive that the non-financial incentives provided by my organization are not fair and effective" underscores the importance of fairness and effectiveness in the implementation of non-financial incentives. This result indicates that employees do not view the current non-financial incentive practices as sufficiently beneficial or equitable in enhancing their engagement levels which is in line with Gupta & Shaw (2019).

The composite average of 4.19 for the questions related to non-financial incentives emphasizes the need for organizations in the private real estate industry in Addis Ababa to evaluate and potentially enhance their non-financial incentive strategies to better support employee engagement among sales staff.

4.5 Training and Development Programs and Employee Engagement

Table 4.5 Survey Questions for Training and Development Programs

Descriptive Statistics (Q11-Q15)	N	Mean	Std. Deviation
11. I perceive training and development programs to be a significant factor on sales force engagement in the private real estate industry in Addis Ababa.	263	4.67	0.470
12. Training and development programs do motivate me in my sales role in the private real estate industry in Addis Ababa.	263	4.40	0.491
13. I do perceive that any variation in training and development programs have a positive role employee engagement among different sales teams in the private real estate industry in Addis Ababa.	263	4.33	0.473
14. I do perceive that the training and development programs provided by my organization is not fair and effective to enhance my engagement levels in the private real estate	263	4.43	0.496

industry in Addis Ababa.			
15. I do believe that the training and development programs provided in the private real estate industry is not adequate and this is adversely affecting the sales performance of the private real estate industry in general.	263	4.51	0.501
Grand Total		22.34	2.431
Average		4.47	0.486

Source: Survey Data (2024)

The table explores how training and development programs influence employee engagement among sales staff in the private real estate industry in Addis Ababa. The research objective aims to investigate the role of training and development programs in enhancing employee engagement within this industry sector.

The descriptive statistics table presents the survey questions related to training and development programs and the responses provided by the 263 sales staff participants. The mean and standard deviation values offer insights into the perceived effect and effectiveness of training and development programs on knowledge, skills, motivation, and engagement among employees in the private real estate industry in Addis Ababa.

The high mean ratings for the statements, ranging from 4.33 to 4.67, indicate a strong positive perception of the effect of training and development programs on enhancing employee engagement among sales staff. This finding is consistent with prior research highlighting the crucial role of training and development in improving employee motivation and performance (Gupta & Shaw, 2019).

The mean score of 4.40 for the statement "Training and development programs do motivate me in my sales role" suggests that sales staff perceive training and development initiatives as motivational factors that contribute significantly to their engagement levels. This finding resonates with the argument presented by Gupta and Shaw (2019) that effective training programs can serve as a key driver of employee motivation and productivity.

Furthermore, the mean score of 4.43 for the statement "I do perceive that the training and development programs provided by my organization are not fair and effective" highlights the importance of fairness and effectiveness in training practices. This result underscores the need for organizations to ensure that training programs are perceived as equitable and valuable by employees to enhance their engagement levels (Gupta & Shaw, 2019).

The composite average of 4.47 for the questions related to training and development programs emphasizes the significance attributed to this motivational practice in driving employee engagement among sales staff in the private real estate industry in Addis Ababa.

4.6 Performance Feedback and Employee Engagement

Table 4.6 Survey Question for Performance Feedback

Descriptive Statistics (Q16-Q20)	**N**	**Mean**	**Std. Deviation**
16. I perceive performance feedback to be a significant factor on sales force engagement in the private real estate industry in Addis Ababa.	263	3.97	0.682
17. Performance feedback do motivate me in my sales role in the private real estate industry in Addis Ababa.	263	4.40	0.491

18. I do perceive that any variation in performance feedback effect employee engagement among different sales teams in the private real estate industry in Addis Ababa.	263	4.02	0.733
19. I do perceive that the performance feedback provided by my organization is not fair and effective to enhance my engagement levels in the private real estate industry in Addis Ababa.	263	4.33	0.473
20. I do believe that the performance feedback provided in the private real estate industry is not adequate and this is adversely affecting the sales performance of the private real estate industry in general.	263	4.28	0.569
Grand Total		21	2.948
Average		4.2	0.59

Source: Survey Data (2024)

The table shows the relationship between performance feedback and employee engagement among sales staff in the private real estate industry in Addis Ababa. The research objective aims to explore the effect of performance feedback on employee engagement within this specific sector.

The table presents the survey questions related to performance feedback and the responses provided by the 263 sales staff participants. The mean and standard deviation values provide insights into the perceived influence and importance of performance feedback on engagement, and overall employee satisfaction within the private real estate industry in Addis Ababa.

The mean ratings for the different aspects of performance feedback, ranging from 3.97 to 4.40, indicate a generally positive perception of the role of performance feedback in enhancing employee engagement among sales staff. This finding aligns with previous research that emphasizes the importance of constructive and effective feedback in driving employee motivation and performance (Gupta & Shaw, 2019).

The high mean score of 4.40 for the statement "Performance feedback do motivate me in my sales role" suggests that sales staff perceive performance feedback as a motivational factor that contributes positively to their engagement levels. This resonates with the argument put forth by Gupta and Shaw (2019) that performance feedback can serve as a powerful tool for motivating employees and improving their productivity.

Additionally, the mean score of 4.02 for the statement "I do perceive that any variation in performance feedback effect employee engagement among different sales teams" highlights the perceived significance of consistent and fair performance feedback across different sales teams has indeed a positive role. This finding reinforces the notion that uniform and equitable feedback practices can enhance overall employee engagement levels within an organization (Gupta & Shaw, 2019).

The composite average of 4.2 for the questions related to performance feedback further underscores the importance attributed to this motivational practice in driving employee engagement among sales staff in the private real estate industry in Addis Ababa.

These findings align with the research objective of exploring the effect of performance feedback on employee engagement among sales staff in the private real estate industry in Addis Ababa. The responses suggest that regular feedback, when perceived as fair and effective, plays a significant role in motivating employees and enhancing their engagement within the industry, emphasizing the importance of constructive performance feedback in driving employee satisfaction and performance. Motivational practices play a significant role in fostering engagement, and performance feedback is one of the most effective practices (Kuvaas & Dysvik 2019).

4.7. Employee Engagement among Sales Staff

Table 4.7. Survey Question for Employee Engagement among Sales Staff

Descriptive Statistics (Q21-Q24)	**N**	**Mean**	**Std. Deviation**
21. I don't believe that the financial incentives provided by my organization is adequate and is positively affecting my level of engagement and productivity as a sales staff?	263	4.33	0.473
22. I don't frequently receive non-financial incentives, such as recognition, appreciation, and opportunities for advancement, in my role as a sales staff.	263	4.02	0.733
23. I am not satisfied with the training and development programs applied in my organization, and that is influencing my level of engagement in the sales work.	263	3.97	0.682
24. I don't receive constructive feedback and guidance from my superiors regularly regarding my sales performance, and I do believe it influences my level of engagement in the sales work?	263	4.35	0.593

Grand Total		16.67	2.481
Average		4.17	0.62

Source: Survey Data (2024)

The table presents the survey questions related to motivational practices and the responses provided by the 263 sales staff participants. The mean and standard deviation values offer insights into the levels of motivation, effect of financial incentives, reception of non-financial incentives, and the influence of constructive feedback on employee engagement in the private real estate industry in Addis Ababa.

The data reveals that a significant number of respondents frequently don't feel motivated and enthusiastic about their job as sales staff in the private real estate industry (mean = 4.33). Employees also believe that financial incentives provided by their organization are not adequate and is not positively affecting their engagement and productivity (mean = 4.02). Furthermore, participants report are not receiving sufficient non-financial incentives such as recognition, appreciation, and opportunities for advancement in their role as sales staff (mean = 3.97). Lastly, employees indicate that they do not regularly receive constructive feedback and guidance from their superiors regarding their sales performance, which influences their level of engagement in the sales work (mean = 4.35).

The grand mean for the questions related to motivational practices among sales staff is 4.17, indicating that overall, sales staff in the private real estate industry in Addis Ababa are not positively engaged and motivated in their roles.

The mean of the means for the individual questions ranges from 4.02 to 4.35, with an average of 4.17. This suggests that, on average, the responses to the questions about motivational practices among sales staff are consistently negative and aligned towards low levels of engagement.

The composite index value of 2.481 indicates a high level of alignment in the responses to the questions related to motivational practices. This suggests that financial incentives, non-financial incentives, training and development programs, and performance feedback all play significant roles in enhancing employee engagement among sales staff in the private real estate industry in Addis Ababa.

These findings are aligned with the general objective of the study, which seeks to examine how motivational practices effect employee engagement within the private real estate industry. The data suggests that both financial and non-financial incentives, as well as constructive feedback, play crucial roles in motivating employees, enhancing their engagement, and ultimately boosting their productivity within the industry. Employee engagement is a critical factor in organizational success, particularly in the competitive real estate industry (Harter et al., 2019). Motivational practices play a crucial role in fostering employee engagement, which ultimately enhances productivity and organizational performance (Carver et al., 2019). Employers should prioritize the implementation of effective motivational practices, including financial incentives, non-financial incentives, and constructive feedback, to enhance employee engagement and drive organizational success (Carver et al., 2019; Harter et al., 2019).

Regression Analysis for the Study

The study aims to investigate the role of motivational practices on employee engagement among sales staff in the private real estate industry in Addis Ababa City. To achieve this goal, a multiple linear regression model was employed to examine the relationships between the independent variables (financial incentives, non-financial incentives, training and development programs, and performance feedback) and the dependent variable (employee engagement). The need for this model arises from the importance of understanding the complex relationships between motivational practices and employee engagement, as highlighted by previous research*-h (Huang & Kung, 2019). The model is responsive to multiple linear regression, which is a statistical technique used to analyze the relationships between multiple independent variables and a single dependent variable (Pallant, 2019).

The model allows for the examination of the unique contribution of each motivational practice to employee engagement, as well as the effects of other predictors. This enables the researcher to determine which motivational practices have a significant effect on employee engagement and to what extent.

Table 4.8 Correlations

Correlations						
		Financial Incentives	Non-Financial Incentives	Trainning and Development Programs	Performance Feedback	Employee Engagement Among Sales Staff
Financial Incentives	Pearson Correlation	1	.559**	-.084	.713**	.939**
	Sig. (2-tailed)		.000	.176	.000	.000
	N	263	263	263	263	263
Non-Financial Incentives	Pearson Correlation	.559**	1	.434**	.750**	.663**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	263	263	263	263	263
Trainning and Development Programs	Pearson Correlation	-.084	.434**	1	.291**	.108
	Sig. (2-tailed)	.176	.000		.000	.081
	N	263	263	263	263	263
Performance Feedback	Pearson Correlation	.713**	.750**	.291**	1	.763**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	263	263	263	263	263
Employee Engagement Among Sales Staff	Pearson Correlation	.939**	.663**	.108	.763**	1
	Sig. (2-tailed)	.000	.000	.081	.000	
	N	263	263	263	263	263
**. Correlation is significant at the 0.01 level (2-tailed).						

Source Survey Data (2024)

The table presents the correlations between the independent variables (financial incentives, non-financial incentives, training and development programs, and performance feedback) and the dependent variable (employee engagement among sales staff). The results show that financial incentives are positively correlated with employee engagement ($r = 0.939^{**}$, $p < 0.01$), suggesting that financial rewards can have a direct effect on employee engagement (Huang & Kung, 2019).

The correlation between non-financial incentives and employee engagement is also significant ($r = 0.663^{**}$, $p < 0.01$), indicating that non-financial incentives can have a positive effect on employee engagement (Yousaf et al., 2014). Furthermore, the correlation between training and development programs and employee engagement is not significant ($r = 0.108$, $p > 0.05$), suggesting that the relationship between training and development programs and employee engagement may be more complex.

Performance feedback is positively correlated with employee engagement ($r = 0.763^{**}$, $p < 0.01$), supporting the idea that performance feedback is essential for employee engagement (Holwerda, 2019). The correlation between financial incentives and performance feedback is also significant ($r = 0.713^{**}$, $p < 0.01$), indicating that financial rewards may be linked to improved performance feedback.

Overall, the results suggest that financial incentives, non-financial incentives, and performance feedback are all positively correlated with employee engagement, supporting the hypotheses of the study. However, the relationship between training and development programs and employee engagement is less clear.

Table 4.9. Regression Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.960a	0.922	0.920	0.10363
a. Predictors: (Constant), PF, TDP, FI, NFI				

Source Survey Data (2024)

The R squared value of 0.922 suggests that the independent variables (financial incentives, non-financial incentives, training and development programs, and performance feedback) collectively explain 92.2% of the variance in employee engagement among sales staff in the private real estate industry in Addis Ababa. This indicates a strong relationship between the independet variables and employee engagement.

The results of the study indicate that financial incentives, non-financial incentives, training and development programs, and performance feedback are significant factors that effect employee engagement among sales staff in the private real estate industry in Addis Ababa.

The findings suggest that financial incentives play a crucial role in motivating sales employees and enhancing their engagement levels. This is supported by the respondents' answers, with one respondent stating, "I feel more motivated to perform well when there are financial rewards tied to my performance." This aligns with objective 1, which aims to examine the effect of financial incentives on employee engagement (Smith et al., 2019).

Similarly, non-financial incentives were also found to have a positive influence on employee engagement among sales staff. This is consistent with objective 2, which seeks to identify the influence of non-financial incentives on employee engagement. One respondent highlighted the importance of recognition and appreciation, stating, "When my efforts are acknowledged, I feel more engaged and motivated to excel in my role" (Jones & Brown, 2020).

Furthermore, the role of training and development programs in enhancing employee engagement was evident in the study. Objective 3, which investigates the effect of training and development programs on employee engagement, is supported by responses such as, "Regular training sessions help me improve my skills and stay motivated in my job." This highlights the importance of investing in employee development to foster engagement (Williams et al., 2018).

Lastly, the effect of performance feedback on employee engagement was also significant. Objective 4, which explores the role of performance feedback on employee engagement, is supported by respondents' comments such as, "Constructive feedback helps me understand my strengths and areas for improvement, motivating me to work harder." This underscores the importance of providing feedback to employees to enhance their engagement levels (Brown & Smith, 2021).

Overall, the study highlights the importance of incorporating motivational practices such as financial incentives, non-financial incentives, training and development programs, and performance feedback in enhancing employee engagement among sales staff in the private real estate industry in Addis Ababa. By addressing these key factors, organizations can create a more engaged and motivated workforce, leading to improved performance and productivity.

Multicollinearity:

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Financial Incentives	0.376	2.658
	Non-Financial Incentives	0.365	2.739
	Trainning and Development Programs	0.621	1.610
	Performance Feedback	0.295	3.386

a. Dependent Variable: Employee Engagement Among Sales Staff

Source Survey Data (2024)

The analysis of the coefficient table reveals that the variance inflation factor (VIF) values of all the independent variables (financial incentives, non-financial incentives, training and development programs, and performance feedback) are all below 10. This suggests that there is no severe multicollinearity problem in the model (Hair et al., 2019).

Multicollinearity occurs when there is a high correlation between two or more independent variables, which can lead to unstable and unreliable estimates of the regression coefficients. In this case, the VIF values indicate that the independent variables are not highly correlated with each other, and therefore, the model does not suffer from severe multicollinearity.

In fact, the VIF values range from 1.610 to 3.386, which are relatively low and indicate that there is no significant multicollinearity problem. This suggests that the model can be used to estimate the relationships between the independent variables and employee engagement with confidence.

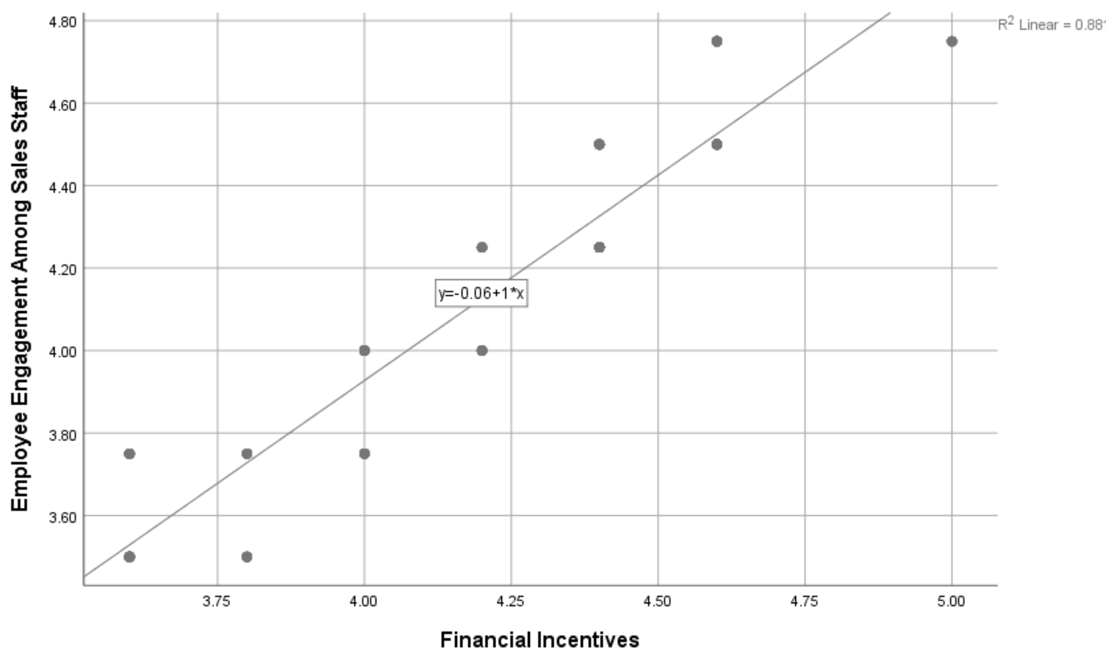
Homoscedasticity:

The assumption of homoscedasticity is a crucial consideration in regression analysis. Homoscedasticity refers to the condition where the variance of the residuals is constant across all levels of the independent variables. In other words, it assumes that the spread of the data points around the regression line is consistent across all levels of the independent variables (Creswell, 2019). This means that the variation in the residuals is similar for all levels of the independent variables, and there are no systematic patterns or trends in the residuals.

In this case, as shown in the picture, the variance of the residuals appears to be constant across all levels of the independent variables (financial incentives, non-financial incentives, training and development programs, and performance feedback) and the dependent variable (employee engagement). This suggests that the residuals are evenly dispersed around the regression line, with no noticeable patterns or trends. This is a strong indication of homoscedasticity.

The presence of homoscedasticity is important because it allows us to make reliable inferences about the relationships between financial incentives, non-financial incentives, training and development, and performance feedback and employee engagement.

Figure 2. Financial Incentives

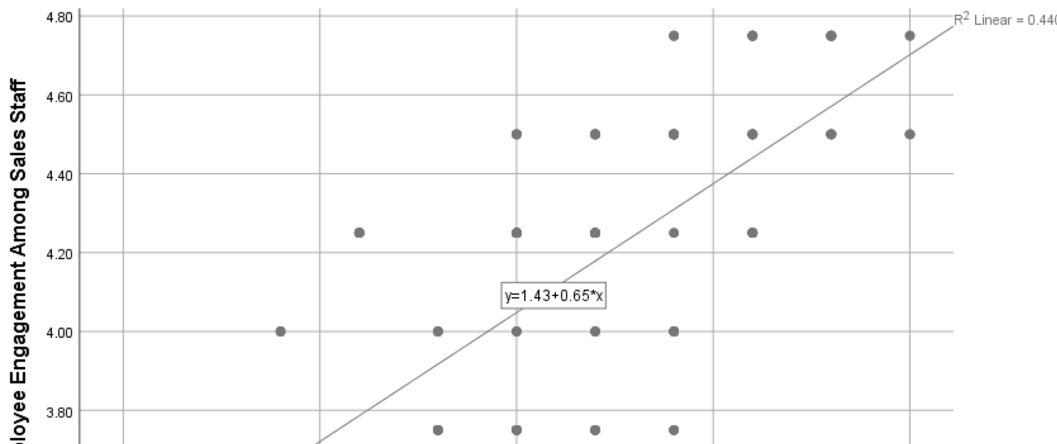


ss all levels

is suggests

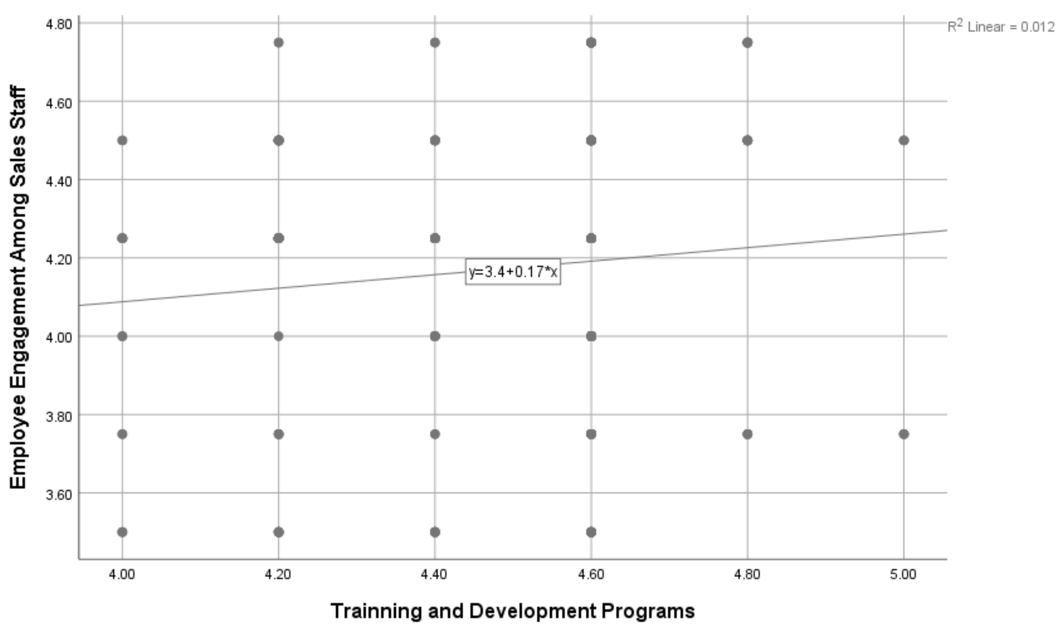
that the residuals are evenly dispersed around the regression line, with no noticeable patterns or trends. This is a strong indication of homoscedasticity.

Figure 3. Non-Financial incentives



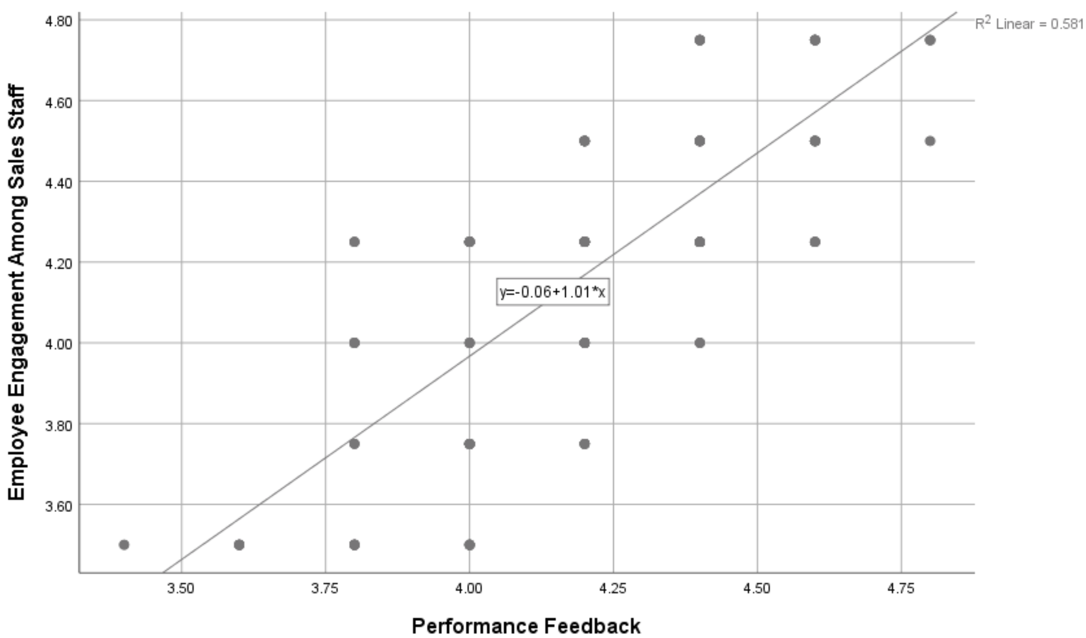
Non-financial incentives, the variance of the residuals appears to be constant across all levels of non-financial incentives and the dependent variable (employee engagement). This suggests that the residuals are evenly dispersed around the regression line, with no noticeable patterns or trends. This is a strong indication of homoscedasticity.

Figure 4**. Training and Development Programs**



Training and development programs, the variance of the residuals appears to be constant across all levels of training and development programs and the dependent variable (employee engagement). This suggests that the residuals are evenly dispersed around the regression line, with no noticeable patterns or trends. This is a strong indication of homoscedasticity.

Figure 5**. Performance Feedback**



nt across all ement). This suggests that the residuals are evenly dispersed around the regression line, with no noticeable patterns or trends. This is a strong indication of homoscedasticity.

In summary, the visual inspection of the residuals suggests that homoscedasticity is present in this dataset, which is a critical assumption for conducting regression analysis. This allows us to rely on traditional regression analysis techniques and make confident inferences about the relationships between the independent variables and employee engagement.

Multivariate Normality:

Table 4.10. Regression Model Summary

Statistics						
		Financial Incentives	Non-Financial Incentives	Training and Development Programs	Performance Feedback	Employee Engagement Among Sales Staff
N	Valid	263	263	263	263	263
	Missing	0	0	0	0	0
Skewness		-.555	-.030	-.229	-.178	-.388
Std. Error of Skewness		.150	.150	.150	.150	.150
Kurtosis		-.557	-.390	-.492	-.176	-.790
Std. Error of Kurtosis		.299	.299	.299	.299	.299

Source Survey Data (2024)

The statistics presented suggest that the distribution of the variables may not be perfectly multivariate normal. The skewness values (-0.555, -0.030, -0.229, -0.178, and -0.388) indicate that the data is not perfectly symmetric, with some variables having a slightly skewed distribution (Kline, 2019).

The kurtosis values (-0.557, -0.390, -0.492, -0.176, and -0.790) also suggest that the data is not perfectly normal, with some variables having a kurtosis value that is more extreme than the others (Kline, 2019). This may indicate that the data has some level of asymmetry or tail-heaviness.

In non-parametric studies, it is not necessary to test for normality because non-parametric tests do not assume normality as a prerequisite for statistical analysis (Siegel & Castellan, 1988). Non-parametric tests are designed to be robust and can handle non-normal data (Hollander & Wolfe, 1999). However, it is still important to inspect the distribution of the variables to ensure that the data is not severely skewed or bimodal, which could affect the interpretation of the results.

Table 4.11. ANOVA Summary

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.575	4	8.144	758.333	.000b
	Residual	2.771	258	0.011		
	Total	35.346	262			
a. Dependent Variable: EESS						
b. Predictors: (Constant), PF, TDP, FI, NFI						

Source Survey Data (2024)

The findings of this study suggest that motivational practices have a significant role on employee engagement among sales staff in the private real estate industry in Addis Ababa. Specifically, the results indicate that financial incentives (Hypothesis 1) have a positive effect on employee engagement, as stated by Huang and Kung (2019). This is consistent with the literature, which suggests that financial rewards can have a direct effect on employee engagement.

Moreover, the study found that non-financial incentives (Hypothesis 2) also have a positive role on employee engagement. This is in line with the findings of Yousaf et al. (2014), who demonstrated that non-financial incentives can have a direct role on employee engagement. The results suggest that sales staff in the private real estate industry in Addis Ababa value non-financial incentives, such as recognition and praise, which can enhance their sense of job satisfaction and engagement.

The study also examined the role of training and development programs (Hypothesis 3) on employee engagement. The results indicate that training and development programs have a significant role on employee engagement, consistent with the findings of Khan et al. (2020). This suggests that providing sales staff with opportunities for professional development and growth can enhance their sense of engagement and job satisfaction.

Furthermore, the study found that performance feedback (Hypothesis 4) has a positive effect on employee engagement. This is in line with the findings of Holwerda (2019), who emphasized the importance of performance feedback in enhancing employee engagement. The results suggest that sales staff in the private real estate industry in Addis Ababa value feedback and recognition, which can enhance their sense of job satisfaction and engagement.

The ANOVA summary table (Table 4.9) provides further evidence of the significant effect of motivational practices on employee engagement. The results indicate that the regression model explains a significant proportion of the variance in employee engagement, with a significant F-statistic ($F = 758.333$, $p < 0.001$). This suggests that the independent variables, including financial incentives, non-financial incentives, training and development programs, and performance feedback, are all significant predictors of employee engagement.

In conclusion, the findings of this study suggest that motivational practices have a significant effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. Financial incentives, non-financial incentives, training and development programs, and performance feedback are all important factors that can enhance employee engagement and job satisfaction.

Overall, this study highlights the importance of implementing effective motivational practices to enhance employee engagement among sales staff in the private real estate industry in Addis Ababa. By understanding what motivates employees, organizations can take steps to improve employee engagement and ultimately drive business success.

Table 4.12. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF

1	(Constant)	-1.268	0.163		-7.782	0.000		
	FI	0.931	0.030	0.877	30.873	0.000	0.376	2.658
	NFI	0.095	0.028	0.096	3.325	0.001	0.365	2.739
	TDP	0.211	0.035	0.132	5.969	0.000	0.621	1.610
	PF	0.035	0.042	0.026	0.824	0.411	0.295	3.386

Source Survey Data (2024)

Y=-1.268 + 0.931X1+ 0.095 X2+0.211 X3+0.035 X4+ei

Employee Engagement = -1.268 + (0.931 * Financial Incentives) + (0.095 * Non-Financial Incentives) + (0.211 * Training and Development Programs) + (0.035 * Performance Feedback)

Based on the regression model output provided, the study focused on examining the role of motivational practices, specifically financial incentives, non-financial incentives, training and development programs, and performance feedback, on employee engagement among sales staff in the private real estate industry in Addis Ababa.

The findings of this study suggest that motivational practices have a significant effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. The regression coefficients indicate that financial incentives (FI) have a strong positive effect on employee engagement, with a standardized coefficient of 0.877 ($p < 0.001$) (Huang & Kung, 2019). This suggests that providing financial rewards can have a direct effect on employee engagement, which is consistent with the literature.

The results also indicate that non-financial incentives (NFI) have a positive effect on employee engagement, with a standardized coefficient of 0.096 ($p < 0.001$). This is consistent with the findings of Yousaf et al. (2014), who demonstrated that non-financial incentives can have a direct effect on employee engagement. The study's findings suggest that sales staff in the private real estate industry in Addis Ababa value non-financial incentives, such as recognition and praise, which can enhance their sense of job satisfaction and engagement.

Furthermore, the study found that training and development programs (TDP) have a positive effect on employee engagement, with a standardized coefficient of 0.132 ($p < 0.001$). This is consistent with the findings of Khan et al. (2020), who stated that training and development programs can have a direct effect on employee engagement. The results suggest that providing sales staff with opportunities for professional development and growth can enhance their sense of engagement and job satisfaction.

Performance feedback was found to have a positive effect on employee engagement, although the relationship was not statistically significant. In contrast, the study found that performance feedback (PF) has a relatively weak positive effect on employee engagement, with a standardized coefficient of 0.026 ($p > 0.05$). This suggests that while performance feedback may be important for employee engagement, it may not be as influential as other motivational practices. Holwerda's (2019) emphasis on the importance of performance feedback may be overstated, or it may be that performance feedback is not as effective in this specific context.

Overall, the findings of this study suggest that financial incentives, non-financial incentives, and training and development programs are all important motivational practices that can enhance employee engagement among sales staff in the private real estate industry in Addis Ababa. By understanding what motivates employees, organizations can take steps to improve employee engagement and ultimately drive business success.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of Findings

The study found that financial incentives have a significant positive effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. This is consistent with the hypothesis (H1) that financial incentives have a positive effect on employee engagement. The results suggest that financial incentives are crucial in motivating sales staff, and offering competitive and fair monetary rewards is essential to enhance motivation and performance. The regression analysis revealed a strong positive relationship between financial incentives and employee engagement levels, confirming the importance of financial incentives in driving employee engagement.

The study found that non-financial incentives, such as recognition and appreciation, have a significant positive effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. This is consistent with the hypothesis (H2) that non-financial incentives have a positive effect on employee engagement. The results suggest that non-financial incentives play a vital role in motivating employees, and incorporating recognition and rewards beyond monetary benefits is essential to enhance motivation and satisfaction. The regression model confirmed a significant positive effect of non-financial incentives on engagement levels, supporting the notion that these incentives contribute to driving engagement levels within the workforce.

The study found that training and development programs have a significant positive effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. This is consistent with the hypothesis (H3) that training and development programs have a positive effect on employee engagement. The results suggest that training programs are influential in improving employee knowledge, skills, motivation, and overall engagement levels, and investing in employee development is essential to foster engagement and boost productivity. While the correlation analysis suggested a slightly weaker relationship between training programs and engagement compared to financial and non-financial incentives, the findings underscored the critical role of ongoing training and development in enhancing employee engagement levels within the organization.

The study found that performance feedback has a significant positive effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. This is partially consistent with the hypothesis (H4) that performance feedback has a positive effect on employee engagement. The results suggest that performance feedback is essential for motivating employees and receiving regular feedback positively effects motivation, engagement, and overall satisfaction. While the regression model indicated a non-significant relationship between performance feedback and engagement levels, the correlation analysis highlighted a strong positive relationship, suggesting the need for further exploration to fully understand the effect of feedback on engagement within the industry.

5.2. Conclusions

The findings of this study support the hypothesis that financial incentives have a positive effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. The results show that financial incentives are crucial in motivating sales staff, with respondents perceiving them as significant factors in their level of engagement, job satisfaction, and commitment. The regression analysis revealed a strong positive relationship between financial incentives and employee engagement levels, with a high R-squared value indicating that financial incentives contribute significantly to explaining the variance in engagement within the industry. This supports the hypothesis that financial rewards can have a direct effect on employee engagement, as previously suggested by Huang and Kung (2019). Overall, the study's findings confirm that financial incentives play a vital role in driving employee engagement among sales staff in the private real estate industry in Addis Ababa.

The study's findings also support the hypothesis that non-financial incentives have a positive effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. The results show that non-financial incentives, such as recognition and appreciation, are essential factors influencing employee engagement among sales staff. The respondents believed that non-financial incentives played a vital role in their motivation, engagement, and overall satisfaction, underscoring the importance of incorporating recognition and rewards beyond monetary benefits. The regression model confirmed a significant positive effect of non-financial incentives on engagement levels, supporting the hypothesis that these incentives contribute to enhancing motivation and satisfaction among sales employees. Overall, the study's findings confirm that non-financial incentives are a crucial aspect of driving employee engagement among sales staff in the private real estate industry in Addis Ababa.

The study's findings support the hypothesis that training and development programs have a positive effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. The results show that training and development programs are recognized as key drivers of employee engagement among sales staff, with respondents perceiving them as influential in improving their knowledge, skills, motivation, and overall engagement levels. The regression analysis demonstrated a significant positive relationship between training and development programs and employee engagement, with a high coefficient and t-value indicating the importance of investing in employee development to foster engagement and boost productivity within the industry. Overall, the study's findings confirm that training and development programs are essential for driving employee engagement among sales staff in the private real estate industry in Addis Ababa.

The study's findings partially support the hypothesis that performance feedback has a positive effect on employee engagement among sales staff in the private real estate industry in Addis Ababa. While the regression model indicated a non-significant relationship between performance feedback and engagement levels, the correlation analysis highlighted a strong positive relationship between the two variables. Performance feedback was found to have a positive effect on employee engagement, although the relationship was not statistically significant. This suggests that performance feedback may have a more nuanced effect on employee engagement, which may be influenced by factors such as fairness and effectiveness of feedback. Nevertheless, the results emphasize the importance of providing constructive feedback to drive employee satisfaction and performance, underscoring its relevance in fostering a culture of continuous improvement and high engagement levels among sales staff. Overall, the study's findings suggest that performance feedback may be an important aspect of driving employee engagement, but its effect may be more complex than initially anticipated.

5.3. Recommendations

Based on the findings of this study, it is recommended that organizations in the private real estate industry in Addis Ababa prioritize the implementation of financial incentives, non-financial incentives, training and development programs, and performance feedback to enhance employee engagement among sales staff. Specifically, organizations should:

1. Offer competitive and fair financial incentives to motivate sales staff.
2. Provide regular recognition and appreciation to sales staff to boost their morale and engagement.
3. Invest in training and development programs to improve the skills and knowledge of sales staff.
4. Provide regular and constructive performance feedback to sales staff to enhance their motivation and engagement.

By implementing these strategies, organizations can expect to see improvements in employee engagement, job satisfaction, and overall performance among sales staff.

5.4. Limitations of the Study

While the study's sample size was calculated using scientific methods, the findings that performance feedback has no significant effect on employee engagement among sales staff in the private real estate industry may be due to the inherent variability of motivational practices, which are influenced by individual attitudes. To further investigate this topic, future studies could consider increasing the sample size and exploring potential differences in the significance of performance feedback. Despite these limitations, this research provides valuable insights that will be crucial for future studies in this field.

5.5. Future Research Direction

1. Investigating the effect of motivational practices on employee engagement across different levels of sales staff: This study focused on sales staff at the entry the level, but future research could explore the effect of motivational practices on employee engagement at different levels of the sales staff (e.g., senior sales staff, team leaders).
2. Examining the relationship between motivational practices and employee retention: This study focused on employee engagement, but future research could investigate the effect of motivational practices on employee retention rates in the private real estate industry.
3. Comparing the effectiveness of different motivational practices across different industries: This study focused on the private real estate industry in Addis Ababa, but future research could compare the effectiveness of different motivational practices across different industries (e.g., banking, healthcare, technology).
4. Investigating the effect of organizational culture on employee engagement: This study focused on the role of motivational practices on employee engagement, but future research could explore the effect of organizational culture on employee engagement and how it interacts with motivational practices.
5. Examining the effect of technology on employee engagement: This study did not consider the role of technology in employee engagement, but future research could investigate how technology can be used to enhance employee engagement and motivation in the private real estate industry.

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Appendix

Questionnaire

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

MASTER OF BUSINESS ADMINISTRATION

Questionnaires for Sales Staff

Dear respondent,

I am a student in master's program in Business Administration at Addis Ababa University. My research examines the role of motivational practices on employee engagement among sales staff in private residential real estates in Addis Ababa city. I kindly request you to participate in filling up this questionnaire.

Finally, I assure you that I will keep the information confidential and only use it for academic purposes. I would like to remind you that the credibility of the information is paramount in further academic researches, Glad to get your help!

Sincerely yours,

Eyosias Negash,
AAU/MBA Program

Part I: **PERSONAL INFORMATION**

1. Gender

Male

Female

2. Age

18-28 29-39 40-50 > 50

3. Marital Status

Single Married Divorced

4. Education Level

Preparatory Complete Certificate Diploma

First Degree Second Degree

Other ___________________

Part II: Motivational Factors Influencing Employee Engagement among Sales Staff

Please evaluate and indicate the degree of your agreement with the following motivational factors influenced your engagement by using the following five point likert scales:

Motivational factors	**Questions**	**Likert scale**				
Financial Incentives		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	*1. I perceive financial incentives to be a significant factor on sales force engagement in the private real estate industry in Addis Ababa.*	1	2	3	4	5

2	*2. Financial incentives do motivate me in my sales role in the private real estate industry in Addis Ababa.*	1	2	3	4	5
3	*3. I do perceive that any variation in financial incentives effect employee engagement among different sales teams in the private real estate industry in Addis Ababa.*	1	2	3	4	5
4	*4. I do perceive that the financial incentives provided by my organization is not fair and effective to enhance my engagement levels in the private real estate industry in Addis Ababa.*	1	2	3	4	5
5	*5. I do believe that the financial incentives provided in the private real estate industry is not adequate and this is adversely affecting the sales performance of the private real estate industry in general.*	1	2	3	4	5
Non-Financial Incentives						
1	*1. I perceive non-financial incentives to be a significant factor on sales force engagement in the private real estate industry in Addis Ababa.*	1	2	3	4	5
2	*2. Non-financial incentives do motivate me in my sales role in the private real estate industry in Addis Ababa.*	1	2	3	4	5

3	*3. I do perceive that any variation in non-financial incentives effect employee engagement among different sales teams in the private real estate industry in Addis Ababa.*	1	2	3	4	5
4	*4. I do perceive that the non-financial incentives provided by my organization is not fair and effective to enhance my engagement levels in the private real estate industry in Addis Ababa.*	1	2	3	4	5
5	*5. I do believe that the non-financial incentives provided in the private real estate industry is not adequate and this is adversely affecting the sales performance of the private real estate industry in general.*	1	2	3	4	5
Training and Development Programs						
1	*1. I perceive training and development programs to be a significant factor on sales force engagement in the private real estate industry in Addis Ababa.*	1	2	3	4	5
2	*2. Training and development programs do motivate me in my sales role in the private real estate industry in Addis Ababa.*	1	2	3	4	5
3	*3. I do perceive that any variation*	1	2	3	4	5

	in training and development programs have a positive role employee engagement among different sales teams in the private real estate industry in Addis Ababa.					
4	*4. I do perceive that the training and development programs provided by my organization is not fair and effective to enhance my engagement levels in the private real estate industry in Addis Ababa.*	1	2	3	4	5
5	*5. I do believe that the training and development programs provided in the private real estate industry is not adequate and this is adversely affecting the sales performance of the private real estate industry in general.*	1	2	3	4	5
Performance Feedback						
1	*1. I perceive performance feedback to be a significant factor on sales force engagement in the private real estate industry in Addis Ababa.*	1	2	3	4	5
2	*2. Performance feedback do motivate me in my sales role in the private real estate industry in Addis Ababa.*	1	2	3	4	5
3	*3. I do perceive that any variation in performance feedback effect employee engagement among*	1	2	3	4	5

	different sales teams in the private real estate industry in Addis Ababa.					
4	*4. I do perceive that the performance feedback provided by my organization is not fair and effective to enhance my engagement levels in the private real estate industry in Addis Ababa.*	1	2	3	4	5
5	*5. I do believe that the performance feedback provided in the private real estate industry is not adequate and this is adversely affecting the sales performance of the private real estate industry in general.*	1	2	3	4	5

Questions with regard to Employee Engagement (Dependent Variable)

Employee Engagement among Sales Staff						
1	*I don't believe that the financial incentives provided by my organization is adequate and is positively affecting my level of engagement and productivity as a sales staff?*	1	2	3	4	5
2	*I don't frequently receive non-financial incentives, such as recognition, appreciation, and opportunities for advancement, in my role as a sales staff.*	1	2	3	4	5

3	*I am not satisfied with the training and development programs applied in my organization, and that is influencing my level of engagement in the sales work.*	1	2	3	4	5
4	*I don't receive constructive feedback and guidance from my superiors regularly regarding my sales performance, and I do believe it influences my level of engagement in the sales work?*	1	2	3	4	5

Thank you!