



Addis Ababa University

College of Business and Economics

**Department of Public Administration Development Management Master
of Arts in Public Management and Policy**

**Assessment of Rewards on Employee Motivation: The Case of Agency for
Refugee and Returnee Affairs**

By: Tesfaye Wodajeneh GSE/1719/08

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for Refugee and Returnee Affairs**

Tesfaye Wodajeneh

GSE/1719/2008

**A Thesis Submitted to Addis Ababa University Faculty of Business and Economics
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APPROVED BY BOARD OF EXAMINER

Dean Graduate Studies

Signature

Advisor

Signature

External Examiner

Signature

Internal Examiner

Signature

DECLARATION

This research project is my original work prepared under the guidance of Jemal Abagissa (DR). I further declare that the thesis has not been presented for award of any degree in any university.

Full name

Addis Ababa University

Signature

October, 2020

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ACRONYMS AND ABBREVIATION

ARRA= Agency for Refugee and Returnee Affaires

CRRF= Comprehensive Refugee Response Framework

ILO= International Labor Organization

UNHCR= United Nation Higher Commission for Refugee

ABSTRACT

The purpose of this study was to assessment of rewards on employee motivation. The study used 1370 populations Agency for refugee and returnee affairs. 10% of the population was taken from the Agency for refugee and returnee affairs yields 137. So, the total sample was 137. Questionnaires were distributed for 137. However there were return and filled 118 questionnaires. Random sampling was done. A close ended questionnaire based on likert scale was used to collect data. Data was analyzed by use of tabulating, specifically, frequencies count and validity test and regression and correlation analysis were generated using SPSS version 20. Motivation factors may be differing from organization to organization and level to level of hierarchy of employees such as high level and low level employee. The researcher is trying insight employee motivation is affected by the training and development, job-security; basic salary pays scale and employee benefited. This research is used a quantitative research methodology. The researcher has conducted distributing questionnaires by using email and face to face conduct in Agency for Refugee and Returnee Affairs The study result concluded that the agency should promotion is based on career development. In addition to, minimize employee turnover rate the employer emphasis on non-financial rewards like recognition, employee, transfer place to place and training and development.

Key Words: *Training and Development, Job-Security, salary pays scale and Employee benefits*

CHAPTER ONE

1.1 Background of the Study

For a long period of time, it was commonly thought that financial incentive was the most powerful motivator; people went to work and did a good job in order to be paid a fair wage. If they had and long enough: that wage would increase giving them additional pay. It was a full circle concept where money=motivation, motivation=work, work=money (Jennifer Foster 2013)

A non –financial reward is among the human resources techniques that play an important role in determining employee Job security. Reward as a financial and non- financial office that an organization provides to employees in return for their services. The financial reward include basic salary, bonus and other financial benefits, where as non- financial reward can include recognition, career advancement opportunities, training and development, work life balance, job security, autonomy, supportive work environment (Kathure 2014).

The important function of human resource management is to implement practices that enhance the satisfaction of employees with their jobs employees expect financial and non-financial reward for their services and efforts. In the absence of equitable pay , training and development opportunities and recognition, employee get dissatisfied and do not perform to the standards. The dissatisfaction resulting from the unavailability of financial and non-financial reward usually leads to high employee turnover and poor performance. The benefit that employee for see for themselves and their families motivates the employee to give their best.

The absence of training programs will result in unawareness of manager about the skill, knowledge and competencies that required for employee motivation and future promotions. Organizations focus on developing the employee's motivational aspect by providing training and development. The employees expect an increase in their confidence level, self-esteem after training. So, they are motivated by the provision of training and developmental programs. All the progressive organizations which provide an equitable environment are the one where rewards are given equal chances of participation in decision making. Empowering the employee enhances the employee motivation and their self-worth so; they owe their job and take responsibility of their actions in order to avoid any negative impact to overall performance by their actions. If employees are given

autonomy to a certain level for doing their duties, they are motivated to perform well with greater commitment.

The equal payment of fringe benefit in an organization will create an optimistic, motivating work environment and increase output. The motivated workforce will lead to organizational excellence, prosperity, excellence and quality (Wiley, C., 1997). Organization should focus on creating an effective benefit program for the employee.

Salary structure in human resource management are an important components of effective composition program and help ensure that pay levels for group of jobs are competitive externally and equitable internally, A well designed salary structure all over management to reward performance and skills (Cullperpper and associated 2010). A salary range is the span between the minimum and maximum base salary an organization will pay for a specific job or group of jobs. A salary range structural a salary structure is a hierarchal group of jobs and salary range with an organization.

An organization is maintaining personnel files should have information transfer, disciplinary about suitability for promotion, transfer, disciplinary procedures, educational training, health, safety, and authorize change payroll pertaining individual, including supporting documentation(World Bank 2000). Therefore, the need for accurate personnel information is important for effective and efficient services delivery and in protecting the right of the agency employees’.

Therefore, the purpose of this study is assessment of rewards on employee motivation: In the case Agency for Refugee and Returnee Affairs.

1.2 Profile of the Agency for Refugee and Returnee Affairs

The Agency for Refugee and Returnee Affairs has been at the fore front of emergency responses and managing protracted refugee and returnee situation since the 1960 under different names; Agency for Refugee and Returnee Affairs modern existence begin no earlier than the end of the 80s. Since its establishment as ARRA in 1992, its operation is mainly driven by three basic principles. Maintaining Ethiopia’s long standing tradition of hosting refugees; meeting the government’s international obligation’s ; and achieving the government’s foreign policy goals relating to building sustainable peace with all of its neighbors through strengthening people to people relation.

Currently Agency for Refugee and Returnee Affairs has nearly one million refugees in different regional state among the number of refugees the Somalia refugee is the leader one. According to the documentation and recording department head the total numbers of staffs are almost 2,700 which are founded in zonal offices Gambella, Assosa, Shire, Semera, jigjiga and Dollo. In addition to, there are liaison offices in Moyalle and Mizan

Vision

To see refugees and host communities become socio-economically active and self-reliant global citizens.

Mission

Addressing the development is needed of refugees and host communities by creating an enabling environment, engaging multiple stakeholders, putting in place innovative and effective operational mechanisms and approaches; and expanding durable solution.

Objective

There are four objectives:-

1. Capacity to manage responses to the needs of refugees and host communities enhanced.
2. Refugee and host communities' benefits from socio-economic opportunities ensured.
3. Individual capacities of refugees and host communities through improved access to quality education and health service built.
4. Contribution to the achievement voluntary repatriation and resettlement gradually increased.

Goal

To ensure self-reliance and socio-economic integration of refugees and host communities and gradually phase-out the refugee camps by 2027, thereby contributing to the national socio-economic development and the fulfillment of international commitment.

The Government of Ethiopia Nine pledges can be grouped together according to the following thematic areas:

Out of camp pledge

1. Expansion of the ‘out-of-camp’ policy to benefit 10% of the current total refugee population.

Education pledge

2. Increase of enrolment in primary, secondary and tertiary education to all required refugees without discrimination and within the available resources.

Work and livelihoods pledges

- 3 Provision of work permits to refugees and to those with permanent residence ID, within the bounds of domestic law.
- 4 Provision of work permits to refugees in the areas permitted for foreign workers, by giving priority to qualified refugees
5. Making available irrigable land allow 100,000 people (amongst them refugees and local communities) to engage in crop production.
6. Building industrial parks where a percentage of jobs will be committed to refugees.

Documentation pledges

7. Provision of other benefits such as issuance of birth certificates to refugee children born Ethiopia, possibility of opening bank accounts and obtaining driving licenses.

Social and basic services pledge

8. Enhance the provision of basic and essential services

Local integration pledge

9. Allowing for local integration for those protracted who have lived for 20 years or more in Ethiopia.

Agency for Refugee and Returnee Affairs (ARRA) collective response to support the implementation of the nine pledges

Together with the donors, line ministers, partners and NGOs, ARRA and UNHCR are working to materialize these pledges into significant outcomes, all of which will strengthen the overall protection and assistance provided for refugees, and will allow them to become more independent. This has included the ongoing translation of these pledges into an updated refugee proclamation, an experience learning and sharing visit for government official to Uganda, the finalization of this road map, consultative meetings with key stakeholder, and the establishment of appropriate structures to support and accompany the implementation of the pledge and the application of the CRRF in the context of the country.

The Government of Ethiopia-led collective response to operationalize in the nine pledges includes the following activities:

- A) **Legal and policy reforms:** ARRA, in collaboration with UNHCR, other members of the Government of Ethiopia, and various stakeholders, have worked to ensure that the legal framework governing refugees in Ethiopia reflects the pledges made in New York. At present, this has included amendment of the 2001 refugee proclamation and the drafting of a new refugee regulation.
- B) **Assessments and analysis:** The implementation of some of the pledges requires a series of analysis activities. Including the collection and systematic analysis of data about refugees and host communities, to making available important information that would be used as a benchmark and guidelines for the implementation of the pledges.
- C) **Capacity building and technical support:** The successful implementation of the pledges requires addressing the capacity gap at the national, regional, and woreda levels. Ongoing technical support and capacity building activities will take place to support government agencies and communities.
- D) **Development oriented interventions:** Many of the activities aimed at operationalizing the nine pledges will take the form of development projects that can bring about a transition from relief to development, highlighting the importance of bridging the humanitarian and development nexus. In connection with this, new approaches will be implemented in collaboration with a diversity of partners and stakeholders to enable humanitarian and development actors to support refugees and the communities that host them through

collective outcomes that reduce risk, need vulnerability and contribute sustainable development.

- E) **Emergency Response:** in order to ensure the long term sustainability of ingoing emergency response, efforts are geared to develop responses that not only address the initial life-saving assistance provided to refugees, but also cater to the host community and stimulate a variety of self-reliance approaches to the benefit of both refugee and host communities in the long term, in this regard, emergency humanitarian assistance through effective and principled preparedness and response to complex emergencies will thus remain important and greater than ever.
- F) **Governance Structure:** the practical application of CRRF through the realization of the nine pledges requires the establishment of a national governance structures through expanding partnerships with existing and potential stakeholders including humanitarian and development actors, the private sector and others, to enable the Government to successfully implement the pledges and practically apply the CRRF approach (Road map 2017).

1.3 Statement of the Problem

The study therefore, seeks to identify and assessment of rewards have on employee motivation in the Agency for Refugee and Returnee Affairs.

An organization is maintaining personnel files should have information transfer, disciplinary about suitability for promotion, transfer, disciplinary procedures, educational training, health, safety, and authorize change payroll pertaining individual, including supporting documentation(World Bank 2000). Agency for refugee and returnee affairs failed to adequately maintain certain personnel records. Most of the records are missed like educational certificate, staff evaluation and etc..., (Audit Report, 2019). This personnel record is affected employee promotion, employee salary rises and disciplinary action-including employee termination.

Employee benefit payment like medical, house allowance and telephone allowance has been a major problem for most organizations (Brian 2013). Agency for Refugee and Returnee Affairs is the one, which face a challenge of medical, house allowance and telephone allowance with respect to the favoritism system of the organization. Favoritism paying systems have been employee moral discouraged. Moreover, employees have not been expecting the best in the organization.

Training and development can be defined as planned efforts by organizations to increase employees' knowledge, skills and abilities. Organization is giving training and development as non-financial rewards (Ferdinand Herzberg 1968). Agency for Refugee and Returnee Affairs which have been a major problem to assess the needs, objectives, content and learning principles associated with training and development. These indicate that the employee motivation towards organization is very less.

Job security, this shows that many employees perform well when they are aware that there no threat against their job so that they can have free mind to concentrate on assigned tasks, but (Herzberg 1968) state that when the job security is absent could cause dissatisfaction at work. Agencies for Refugee and Returnee Affairs face a challenge on job-security which is pension contribution. This pension contribution is not deducted from employee and employer, the worker not feel comfort on the organization.

A salary range if the span between the minimum and maximum base salary an organization will pay for as specific job or group of jobs (Cullpepper and Associates 2010). The Agency for Refugee and Returnee Affairs has a major problem for a salary range structure. A salary structure is not a hierarchal group of jobs and salary ranges within an organization. This salary varies rang is creating conflict between employees competing with each other. Under mine cooperation and team work.

1.4 Basic Research Question

- What is the benefit status in Agency for refugee and returnee affairs?
- How perceived the financial and non-financial impact on the organization?
- To what extent the non- financial impact on training and development in Agency for Refugee and Returnee Affairs?
- To what extent the job security implication the organization?
- What are the challenges of a basic salary range in the organization?

1.5 Objective of the Study

The general objectives of this study is to examine the effect of financial and non- financial rewards on employees' in the case of Agency for Refugee and Returnee Affairs in order to have a better

understanding about the importance of financial and non-financial reward systems for the best interest of the organization as well as empowers.

1.6 Significant of the Study

- To assess the benefit status in Agency for Refugee and Returnee Affairs.
- To examine the training and development selection of employee by need assess
- To assess the job security of the employee
- To examine the salary payment is similar for the job requirement.

1.7 Limitation of the Study

The limitation of this research is two; one is the majority of Agency for Refugee and Returnee Affaires employees are working at zonal and liaison these are founded far to Addis Ababa. Second pandemic corona virus is disseminated around the whole Ethiopia it is difficult to distribute the questionnaire a face to face conduct to all zonal and liaison offices. So the questionnaire is distributing by email and face to face conducting.

CHAPTER TWO

LITERATURE REVIEWS

2.1 Introduction

In this chapter, literature in the area of financial and non-financial reward and employee motivation has reviewed. This chapter contains the important concept of financial and non-financial reward and employee motivation in the organization. In addition to there are the conceptual frame work of the independent variables of financial and non-financial reward and dependent variables of employee motivation.

2.2 Motivation

The word motivation is derived from the word ‘movere’ which means ‘to move’ though this could be not enough to describe for what is meant. Motivation is the force that convinces employees to behave and perform in a way that leads to reward (Dessler 1980). As a result, they expect that they are rewarded with all those reimbursement that they anticipate for themselves and their families in return of their services and efforts. Motivation is defined as “The state that compels an individual to proceed in a way planned to accomplish some goals (Daschler, P.J. and J.D. Ninemeier 1989).

The essence of human resource management practice is to enhance the motivation of employee. The Employee motivation enhances job involvement and job satisfaction of an employee (Jerris, A.L 1999). The motive that directs the employee towards certain behavior is called employee motivation. It can be desire to accomplish a goal or acquire a state of being. Proposed that motivation is the extent of enthusiasm, direction and persistence of efforts with which the employee tries to accomplish goals (Rainey, H. 2001). It is the readiness to exert efforts with passion conditioned by their need satisfaction. It implies that the employee is eager to work to the best of their need satisfaction. The effectiveness of an organization is greater than before when it has a motivated workforce. The reason behind this is that employees who are motivated are more productive for the organizational excellence. The more the motivated workforce is more quality oriented and dedicated to accomplishing goals.

Companies can gain competitive advantage over other firms by motivating and retaining human resources (Rainey, H 2001). Organization motivates the high performers by providing financial and

non-financial reward system which motivate employees and enhance job satisfaction. Financial and non-financial rewards have a strong influence over the employee motivation and are directly related to performance. The significance of financial and non-financial reward varies with age. The non-financial rewards influence the motivation a greater extent after the pay exceeds a certain level. According to Herzberg's there are two kinds of factors that have a strong impact on the employee motivation. The hygiene factors including pay, policies and working environment and the motivating factor include appreciation, recognition, caring attitude from employer and achievements. An effective recognition and reward system can motivate the employee and enhance the productivity (Fuhrmann, T.D 2006). The success is based on how the firm keeps its employee motivated and what way they evaluate the performance for compensation. The financial incentive is no doubt ranked top in motivating employees because money enables employees to fulfill not only their basic needs, but also their need of belongings and need of power. Though money is a dominant factor, but beside it there are non-financial factors also called intrinsic factors which play pivotal role in motivating employees. So, it's not only money that enhances the moral of employee, but non-financial rewards like recognition, appreciation and career development opportunities also improve the moral of the employee.

Theories of Employee Motivation

There are many theories explaining how motivation is created and how managers could take the best advantage of the literature they have about motivation. Still one of the hardest issues managers are facing is how to keep the employees motivated. Motivation theories are said to be complementary and the theories can support each other and if one theory found to be valid it does not mean that the other would not be valid (Robbins 2003). Due to the amplitude of the motivation theories the presentation of all the motivation theories existing would have been irrelevant for this thesis and the selection criteria is explained in the following sub chapters reviewing motivation.

Two factor theory (Herzberg's theory)

Theory which is also known as motivator-hygiene theory is developed by the Frederick Herzberg in 1959. In his theory will be reviewed as it includes important aspects regarding motivators and de motivates in an organizational environment. According to his experiment there was no absolute job satisfaction which opposite would be absolute job dissatisfaction. He stated that the factors which

led to satisfaction or dissatisfaction were distinguishable and distinct from each other and therefore different factors were leading to job satisfaction and to job dissatisfaction. As a result of this there would be only extreme satisfaction which opposite would be no satisfaction at all and repetively there would be job dissatisfaction which opposite would be no job dissatisfaction at all. The factors which lead to job satisfaction are called motivation and these are associated with the work itself. The factor leading to dissatisfaction is called hygiene factors and these are associated with the factors outside the jobs (Herzberg 1967).

Hygiene factors

- Salary
- Status
- Security
- Working Conditions
- Interpersonal relationships
- Supervision
- Company policy and administration

Motivator factors

- Work itself
- Recognition
- Achievement
- Responsibility
- Growth/Advancement

In 1987 Herzberg presented criticism towards the blind use of hygiene factors as motivators as these factors were only moving the employee to wanted direction but not motivating them. Herzberg described movement as a fear of punishment or failure to get extrinsic rewards such as salary. What comes to pay for example he concluded that money is a stimuli which helps employees to satisfy their primary needs such as hunger and therefore resulting as pain avoidance practice but when using salary as a motivator the employees are not actually motivated; employees are motivated only to get more salary and the one who is actually motivated is the employer who is

giving the reward to an employee. He also noted that when talking about salary increase it needs constant reinforcement of this practice and therefore higher expenses are resulted due to the factors which are not even motivating. Herzberg also concludes that the hygiene factor that is the environmental factors were at their best result no dissatisfaction on the job and the absence of hygiene factors would create dissatisfaction (Herzberg 1987).

Herzberg emphasizes the need for achievement which results in psychological growth and can be gained at the work places through job content. It is the job enrichment which results motivation and brings the effective utilization of personnel to use in companies. He concluded that motivation is a function of growth from getting intrinsic rewards out of interesting and challenging work which is the most important. For Herzberg the solution to create employee motivation is found on vertical job loading which offers employees more challenges and demanding tasks than just proving the dull, repetitive tasks (Herzberg 1987).

Hierarchy of needs by Abraham Maslow

According to the theory developed by Abraham Maslow human motivation is born by the emerged unsatisfied needs one tries to satisfy.

The theory is based on five human needs; physiological, safety, social, esteem and self-fulfillment. The needs are arranged from the basic human needs to the higher level needs in the shape of a triangle. The basic needs are the ones which can be satisfied externally that is physiological and safety needs. On the opposite the higher level needs including social ego and self-actualization needs can be satisfied internally (Robbins, 2003).

The idea behind this theory is that when a need is achieved, other, higher level needs emerge and the satisfied needs no longer motivate an individual (Armstrong, 2009). Before one tries to satisfy the higher level needs the basic level needs has to be satisfied first. It is not, however, impossible to reach for the higher level needs while neglecting the first basic needs but this kind of behavior will not be beneficial in the long run and eventually an individual has satisfy the basic level needs such as hunger

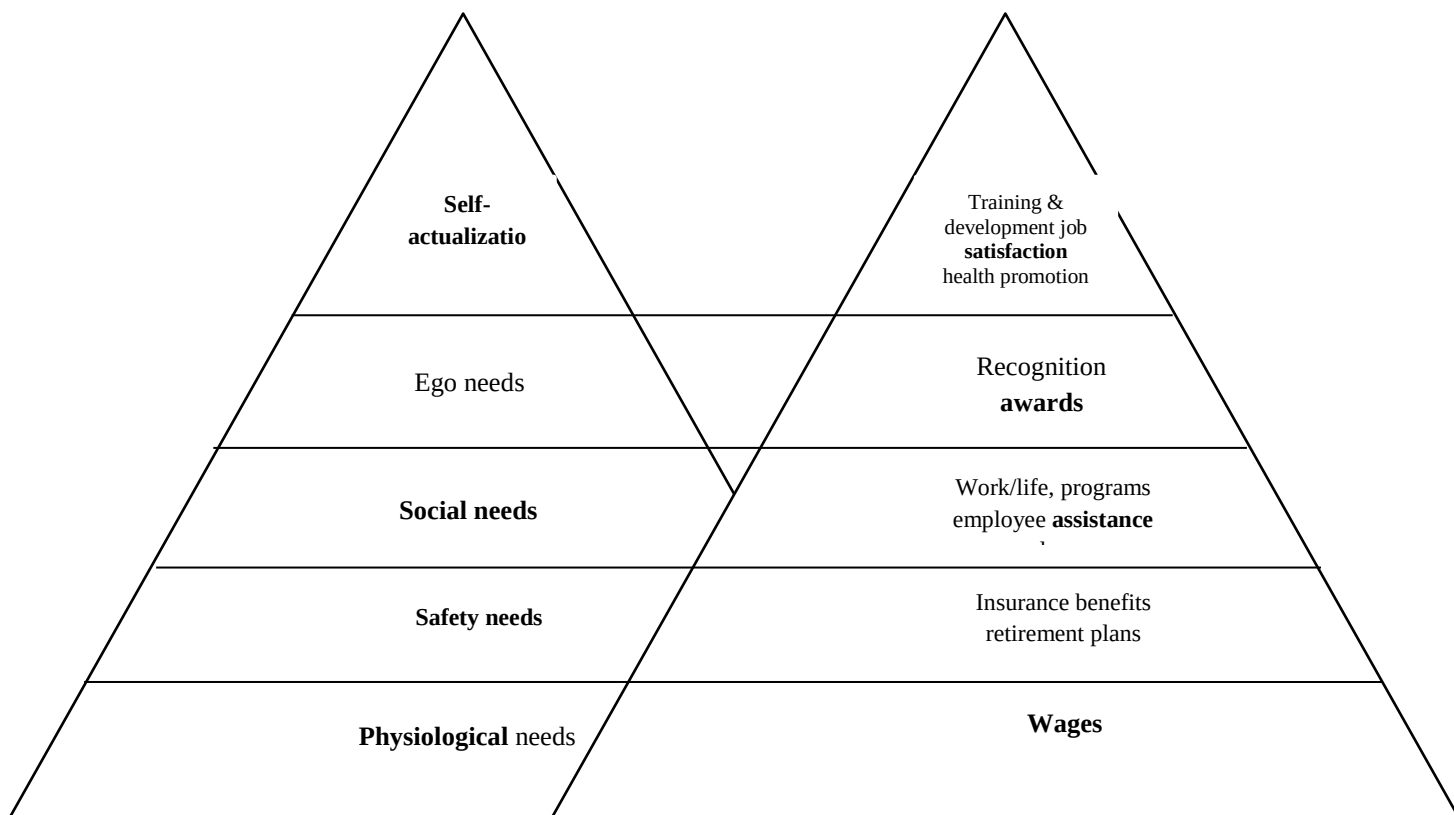


Figure: Maslow's hierarchy of needs and related benefits

The above picture demonstrates the link between employee needs presented by Maslow's theory and the corresponding rewards. In an organizational context even the higher level needs can be satisfied by offering recognition and growth opportunities in the organization in condition that the lower level needs are satisfied first by fair base pay and benefits offered to the employees (Jensen, 2007).

Maslow found that humans have unmet or emerging needs which should be satisfied as soon as possible and in an organizational context managers should try to motivate employees by providing rewards which could satisfy the a Rosen needs as soon as those emerge (Ramlall, 2004). Managers who are able to understand the individual employee needs and how to satisfy those needs and arose unsatisfied needs are the most successful they and are able to create better work, environments and better motivated employees (Ramlall, 2004).

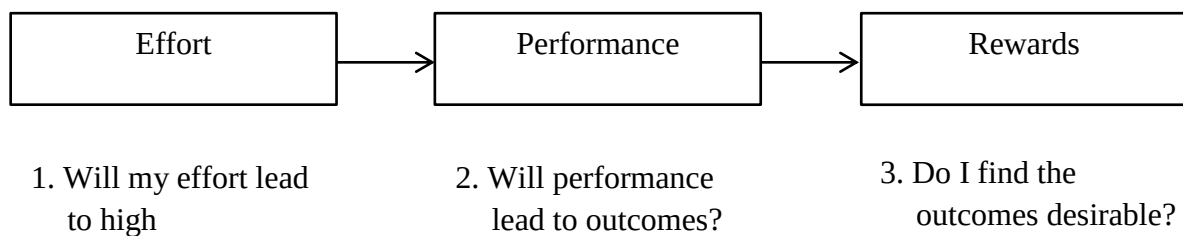
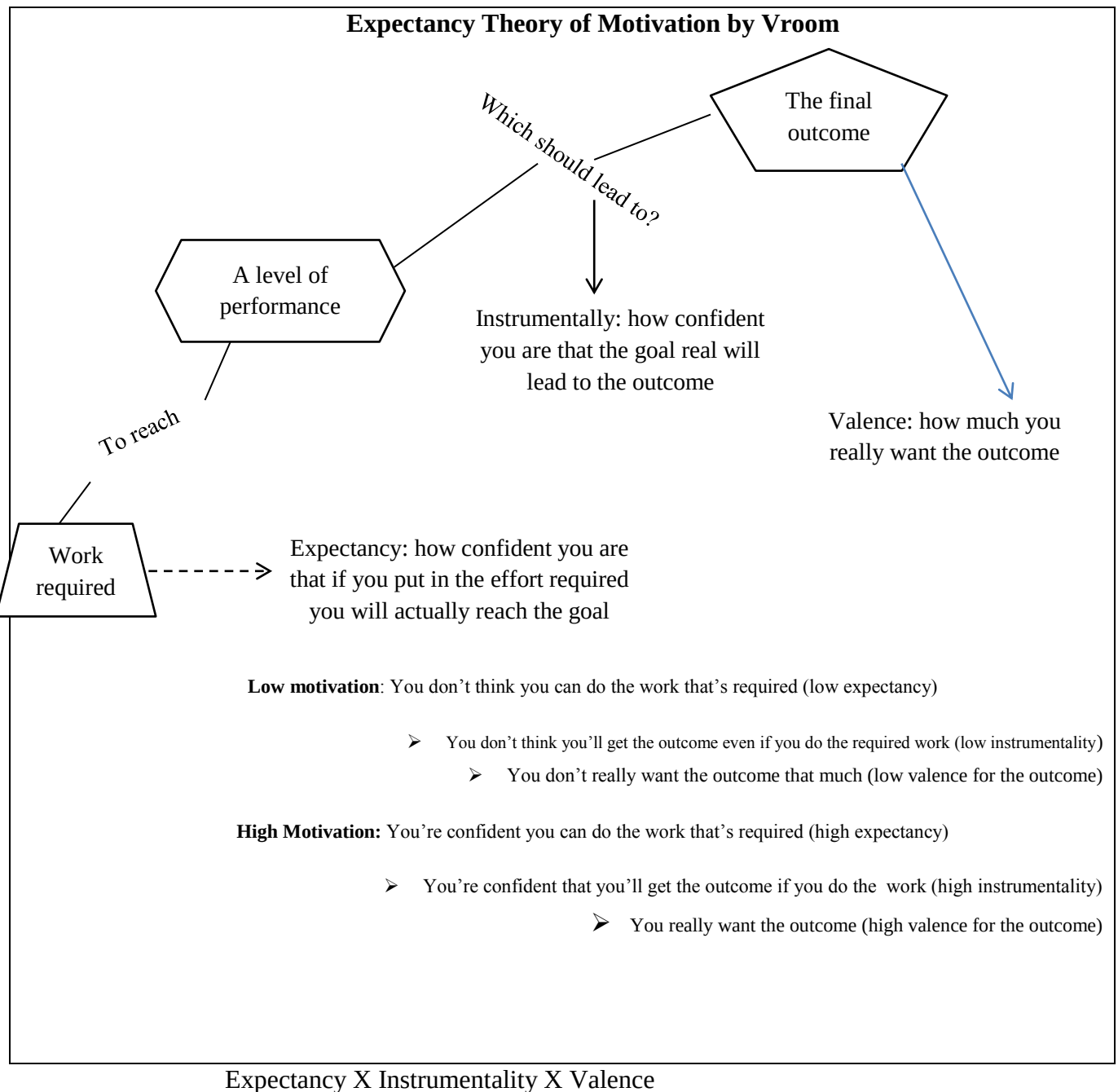
Maslow's theory has not avoided criticism (Robbins, 2003) referred to Wahba and Bridwell (1976) who claimed that there is lack of evidence that the needs are organizes as Maslow presented that is

in an hierarchical manner and it is unclear whether the unsatisfied needs create any motivation or that once an individual has satisfied a need level does this activate an individual to seek for another higher level needs satisfaction (Hall & Nougaim, 1968). Lawler & Suttle (1972) and Rauschenberger, (1980) were unable to validate Maslow's theory in practice.

Expectancy Theory by Vroom and Porter & Lawler

The two theories will be presented. According to Robbins 2003 Vroom's expectancy theory refers to the strength and attractiveness of individual expectation of the outcome produce by performance. The attractiveness of expected reward for given input will determine one's motivational soundness according to this theory and whether that reward responds to individual's personal goals (Robbins, 2003).

According to Vroom there are three factors directing human behavior which are valence, instrumentality and expectancy. Robbins explained that there are three relationships, effort-performance, performance-reward and rewards-personal goals which will direct one's behavior.



Vroom also believed that increased effort would lead to increase performance; give the person has the right to get the job done. The expected outcome is dependent upon whether or not the person has the right resources to get the job done, has the right skills to do the task at hand, and they must have the support to get the job done. The support may come from the boss or by just being given the right information or tools to finish job.

Although many people correlate high performance with high rewards, many times the theory is limited because rewards are not always directly correlated with performance in many organizations. It is also related to other parameters such as position, effort, responsibility, education, etc.

It is important to remember that there is a difference between incentives and motivators. Incentives are non-material objects. They are manipulated by managers and leaders in order to get employees to do desired tasks. Incentives may work, if the incentive is something the employee desires, however if the incentive is taken away, the behavior may not sustain. Motivation theories need to accentuate motivation and not incentives. For this reason, motivation implies that people make decisions about their own behavior and what motivates them.

In conclusion according to the expectancy theory what motivates employees is the relatedness of the expected outcomes. One's motivation can be influenced by providing rewards which are in accordance with individual's personal goals so that they will create valence. In condition to the aforementioned is that an effective evaluation system where the effort-performance relationship is well evaluated, visible and measurable is created.

Equity Theory

Equity theory will be reviewed as it is relevant for this study providing explanation to the research questions such as how and why rewards impact motivation. The work of Adams, 1965 about the exchange of social relationships is considered to be one of the most grounded work to which equity theory has been developed (Arnold, 2010).

Equity theory deals strongly with the aspects of organizational justice, whether the individuals feel that they are treated fairly at work or not. The felt equity or inequity will impact their level of effort given in the work environment (Arnold, 2010) said that an individual on employee-employer relationship evaluates not only the benefits and rewards he or she receives and whether the inputs

given to the organization is in balance with the output but also the relevance or inputs given and outputs received by other employees inside or outside the employing organization.

Ronen, 1986, Scholl, 1987, Goodman, 1974 and summers and Denisi, 1990, found four different referents employees are using when determines their state of experiences equity or inequity.

Individual inputs can be education, effort, experience, and competence in comparison to outputs such as salary, recognition and salary increase. If an individual notices an imbalance on the input-outcome ratio according to his or her own experiences and in comparison to the other, tension is accumulated. The imbalance of equity is called equity tension and being under rewarded results feelings of anger and being over rewarded creates feelings of guilt. The tension resulted of these negative feelings make individuals to seek for fairness and equity. According to Adams, 1965, the attempt to correct the equity tensions is the source of one's motivation according to this theory (Robbins, 2003).

Equity theory has be further developed to theories including different aspects of organizational justice. As distributive justice refers much to the equity theory that is whether the reward allocation is fair, procedural justice refers to the felt fairness of decision making process concerning the resource allocation (Arnold, 2010). It can be said that even though the outcome of a decision would be considered as unfavorable but the process how the outcome has been reached is fair, this can be seen as moderating factor reducing the dissatisfaction towards the negative outcome of the decision.

The following figure shows the results of comparisons

- i. $\frac{\text{Person's Outcomes}}{\text{Person's inputs}} = \frac{\text{Other's outcomes}}{\text{Other's inputs}} \rightarrow \text{Equity}$
- ii. $\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} < \frac{\text{Other's Outcomes}}{\text{Other's Inputs}} \rightarrow \text{Negative inequity}$
- iii. $\frac{\text{person's Outcomes}}{\text{Person's Inputs}} > \frac{\text{Other's Outcomes}}{\text{Other's Inputs}} \rightarrow \text{Positive Inequity}$

Adams's Equity Theory

2.3 Financial Reward

The financial rewards are pay, bonuses, fringe benefits, transportation facility, medical facility, health and life insurance and benefits like vacation with pay meal facilities. The following are types of financial reward:

2.3.1 Pay

The payments system is that employee view as being fair and proportionate with their skills and expectation is called pay. Employees are offered a financial reward for their services called pay which is a foremost stipulation in human resource management .Pay must be closely linked to the performance according to high achievers. Employees who do their best want responsible pay that satisfies their needs. An equitable pay makes them feel appreciated so they expect to pay according to their efforts because they don't want to be unacknowledged for their services. Money is ranked at the top for creating motivation because people require money to fulfill the basic necessities of life so it motivates the employees more than any other incentive (Ryens Sara 2004). Other believes that money is influential for fulfilling their non- monetary needs such as authority, rank and belongingness with preferred groups. It is believed that people who have more money are more powerful in society as compared to those who have lesser money. So it is easier for them to have things their way. That's why money is often viewed as a sign of personal triumph and accomplishment (Bohlander, G 2004).

2.3.1.1 Basic Salary Pays Structure

The advantage of pay the right people the right amounts, weeds out the lazy workers. Define the clear objectives of the business. Improves goal is setting. Retains skills employee are attracted and retained as the organization recognizes achievement through the pay system. Increased efficiency through improved organization is performed. Focuses efforts of employees where the organizations need it (Enomaycock 2009).

The disadvantage of pay the right people if not carefully planned and managed pay at the right people can causes as many problems as benefits conflict between employees competing with each other. Moreover, Undermines, co-operation and teamwork is Additional pressure. Placed upon managers and supervisions Relies on the quality of line manager.

2.3.2 Fringe Benefits

A benefit that workforce is given with their job in addition to pay are called fringe benefits. The employee motivation is influenced by the availability of fringe benefits. The provision of fringe benefits will create an optimistic, motivating work environment and increases output and sale. The motivational workforce will lead to organizational excellence, prosperity, excellent quality and cost control. In fact fringe benefit benefits play a significant role to motivate employees because they compel the workforce to put extra efforts as much as the incentive of money does. No doubt money is big factor to motivate the employee, but the fringe benefits have their own importance. It is important for managers to realize that the employee must be given the better working conditions along with the fringe benefit so that they give their best (Wiley c. 1997). The management should focus on creating an effective benefits program for the employees where they are given an opportunity to improve their benefits by sharing their ideas with each other and doing surveys. Management should take benefits. There should be frequent review to ensure that the benefit program meets their needs or not.

2.3.3 Bonuses

Bonus pay is the sum of money employers give to employee beyond their existing wages (Kappel 2018). Bonuses come in various forms and there have been arguments as to the reasons why most organizations prefer to use bonuses to motivate their workforce. Before discussing the diverse reasons why institution makes use of bonuses to inspire workers there is the need to distinguish how additional benefits are given. To elaborate further, (Pink 1009), explains that there exist two procedures of satisfying an employee. Firstly, in attendance are the dependent satisfiers or attained. In other words, there is also “now-that” compensations. These types of payments are given in remembrance of the work done or appraised duty performance.

The reason why most organizations prefer the usage of bonus is that they are the easy way to thank the workers. Bonus can also increase employee morale and motivate workers to reach goals. When employees are happy, the organization is primed to perform better than ever (Mike Kappel 2018). An additional pertinent argument developed is that additional benefits offer institutions through a flexible emolument possibility. Rendering on (Lazear et.al.2009), the best vital motive to connect compensation to an act is to intensify or raise workers' outcome. This is constructed on a presupposition that extrinsic motivation will be geared towards an advance enactment. Additional

benefits are consequently at times used as a dependent incentive to attract higher work performance by workers. The reasons for employee motivation via additional benefits are carefully connected to the perceived reason of supporting the workers. The purpose of motivating through bonuses is also carefully linked to the purpose of supporting the employees' happiness in relation to the institute's ones.

2.4 Non-financial Reward

2.4.1 Training and Development

There is a positive relationship between the training and employee motivation (Withey, M and W.Cooper 1989). The anticipation of future financial benefits, promotions and recognition motivates the employee to adapt new skill and technology at the training program. A training program that starts with a needs assessment and then inconsistency between actual and standard performance of trainee is analyzed. Later on training objective are made. After determining who wants the training and what sort of training should be given, the training program is implemented. The last step of the process is to evaluate the effectiveness of training programs. Training has a positive impact on the employee performance. The lack of training will result in ignorance of the manager about the skills. Competencies and knowledge are a decisive for the performance improvement and motivation. Organizations conduct training programs due to dynamic changes in the business environment which is increase the motivation of employees. As a result, the employees are promoted due to the training provided to them (Roscore, J. 2002). Firms who spend more on training of the employee are more developed as the human resource training enhances the productivity more than any other resources (Khattak, M.A, 2010).

2.4.2 Promotion

The lack of promotion in an organization is not improvement in pay, prestige, position and responsibilities of an employee within his/her organization. The new job is a promotion for the employee missed responsibility and enhanced pay. The main purpose of promotion is:-

To motivate employees to higher productivity

To attract and retain the services of qualified and competent employees

To recognize and reward the efficiency of an employee

To increase the effectiveness of the employee and of the organization

To fill up higher vacancies from within the organization

To build loyalty, moral and sense of belongingness in the employee

To impress upon others that opportunities are available to them too in the organization, if the perform well.

2.4.3 Job-Security

Job-security is basically income security can be derived from employment, either dependable employment or self-employment (Nyaga 2015). The security is derived from the level of human capital of the individual on the hand and the functioning of the labor market on the other (Auer 2007). Job security is the assurance from the organization or company the employees will remain with them for a reasonable period without being wrongly dismissed (Adebayo and Lucky 2012). According to the most commonly used definition, “employment security means that workers have protection against arbitrary and short notice dismissal from employment relations that avoid casual (ILO 1995).

Literature Empirical Review

Financial and Non-financial Motivation

1. The Impacts of Financial rewards on employee motivation

1.1 The relation between

1.1.1 Salary and employee motivation

In a study by the industrial psychologist, Edwin Locke, PHD, Four methods for motivating employees were pitted against one another. Locke’s aim was to discover which would improve employee performance the most. He found that the average improvement to performance was greatest when money was motivating at 30 percent. This far out performed the other motivators he compared it to, including increased employee decision making and changes the job role. Whilst studies conducted in America have championed the use of salary as a motivator, on a global scale, the picture can be quite different. The American workforce is classed as individualistic; motivated

by their own personal goals, of which salary is one. This explains why Americans are more likely to apply for extra working hours, the overtime pay is motivation.

In countries with a more collectivists tradition such as those in Eastern Europe and China staff members are less motivated by individual gains such as salary. What inspires them is the idea of working towards the collective good of the team or the establishment.

So how does salary as motivation work? At a very basic level, employee pay provides an exchange for services. This allows the worker to live a comfortable life in return for their hours and efforts. At its most simple, this is why all salaries individuals go to work, in lower income countries, once an employee's basic needs are met, salary no longer motivates them. They have had their basic needs met and their existing level of comfort is satisfactory.

In developed nations, it is important consider the symbolic value of an employee's pay rate, to that member of staff, their salary is a direct representation of their value to the businesses and how much their employee appreciate their hard work and it is this that is the real.

Motivator more than actual number on their pay slip that represents their annual salary or hourly wage, to this end, it is essential to pay staff correctly and on time. Payroll software can be very helpful in guaranteeing this occurs, particularly for small business owners. This shows employees that their work is meaningful and valued.

Team members also value transparency when it comes to salaries, Indeed where salary might be on the low side, transparency can avoid de motivation companies need to be honest about how much they can afford to pay employees, and what the prospect are for the future.

For example, if salaries are lower than industry averages, this should be outlined from the beginning in the job description. Furthermore, employees should understand why, this is common in the non-profit and charity sectors. Employees accept lower salaries due to the nature of the organization for whom. There are also benefits in sharing the salary range for a particular role and where an employee sits within bracket. The reason for this is that whilst salary can be a motivating force. For example, if an employee receives a smaller than expected pay increase or their bonus does not match expectations. This mismatch of expectations or lack of transparency will lead employees to feel undervalued, a feeling which can have a huge effect on their motivation at work.

So, Salary reward is a positive relation with the employee motivation.

1.1.2 Benefits and Employee Motivation

As salaries stagnated in 2018, employees become more resourceful in offering a wider range of employee benefits to attract new employees and retain existing staff. The benefits on offer included flex-time, offered by 38 percent of organizations, paid time off as family leave, offered by 32 percent of employers, and a four-day working week, as offered by ten percent of organization.

According to the www.payslip.com these are often to supplement the more traditional option on the table includes stock option and health care.

Idea connect has conducted research which showed that the benefits programs can boost performance by 44 percent. It is felt that this is more personal, tangible approach to employee rewards is more motivating. The recommended that employers work with their employees over a consultation period to build a benefits package they feel represents them and their needs.

From the way each staff member no matter how junior is called ‘partner’ to their range of company benefits, star bucks has employees motivation very much on the front burner. Even their hourly employees receive discounts, medical insurance, and vacations whilst those who work more than 20 hours a week receive extra perks including stocks in the company. This way, if star bucks profits, all their partner do too.

Therefore, Benefits are a direct relation to Employee Motivation.

2. The Impact of non-financial rewards on employee motivation

2.1. The relation between

2.1.1 Job security and employee motivation

- According to Mahmud Al-Husaami, on which he made a research, was “A study of Nurses ‘Job satisfaction: the relation between the organizational commitment, perceived organization, Transactional leadership, Transformational leadership’s and level of education.
- Blanchflower and Oswald 1999, researched ‘the relation between Job motivation, Job security and mental situation by utilizing cross-section data from three sources ‘the Eurbarometer Surveys’ (1995-1996), ‘the international social survey program” 1989, and

the 'US General social survey' (GSS), information, they found that desires of conceivable occupation misfortune have the biggest negative impact on employment fulfillment'. It has been understood from research that maximum employees of the organization find negative consequences of job satisfaction by expecting of job loss.

2.1.2 Training and development and employee motivation

According to Withey, M and N. Cooper (1989), the anticipation of future financial benefits, promotions and recognition motivates the employee to adopt new skills and technology at the program. Training and development are a positive relation with employee motivation.

Roscoe, J., 2002...The lack of training will result in ignorance of the manager about the skills, competencies and knowledge that are decisive for the performance improvement and motivation. Organization conducts training programs due to dynamic changes in the business environment which increase the motivation employees. As a result, the employees are promoted due to training provided to them. So, Training and development has a positive relationship with employee motivation.

According to Murphy, C., C. Cross and D. McGuire, 2006, concluded that employees are motivated to be trained because they foresee an increase in their confidence level, self-esteem and career satisfaction. The training and development brings more future opportunities for promotion. An involvement of employees in the training program and determining their training need give them ownership of the training process and add value to the performance.

Training and development has a positive relation to employee motivation

2.1.3 Recognition and employee motivation

Recognition is a continuation of the efforts and dedication of workers in the workplace. Intrinsic rewards such as appreciation and recognition are important and have their own functions in stimulating employee attitudes and improving their performance. Employees assume that recognition is a valuable value in a career. This boosts up their morale and they are more motivated to increase their productivity in the organization. Recognition is an important aspect that needs to be in the organization to increase motivation and is also a catalyst for success in the workforce's performance. When this need is satisfied, it works as an excellent motivator.

Grawitch (2010) states that recognition is not solely for the achievement of a person's performance, it is more focused on employee contributions and efforts.

Bosco (2014) mentions, which recognition is the most effective non-monetary intrinsic reward awarded by the organization to appreciate the involvement of employees in the organization and it can improve the performance of employees.

A study carried out by Danish and Usman (2010) on private sector employees in Pakistan, finding of the study found that rewards and recognition have a positive impact on employee's work motivation.

Similarly, research conducted by Manzoor (2012) concludes that recognition has a significant impact on employee motivation. For an example, an employee is entitled to a pension when he/she reaches a certain age and has at least one year of service with the organization. This is a form of recognition to employees for staying with the organization until retirement. Most of the managers prefer to order their employees rather than give them recognition and support. This will make the employees feel frustrated and de motivated. The employees will feel that their effort is hardly appreciated. When the spirit is low, almost every aspect of the employee's contribution shows a negative impact. High spirits tend to inspire productivity, creativity, and overall satisfaction. Thus, recognition is a valuable response to the contribution of the worker and a good way to boost the spirit. In the public sector, there are several forms of recognition created such as Federal and State Medals, Excellent Service Medal, Excellent Service Award, Public Servants Staff Bonus, Long Service Award and so on. This is to enhance the competence of the performance, productivity, and innovation of public servants who need to be supported by a good recognition system so that the achievement of high-performance work culture among organizations can be achieved. Hence, this recognition is expected to increase motivation among organizations and to improve the quality of productivity of the Malaysian public service.

Recognition has a positive relation to employee motivation

2.1.4 Promotion and employee motivation

Promotion can be referred to as a progress of an employee's rank or position in a hierarchical structure, which means an increase of employee in a field to a better job, compared with previously. In a promotion, the responsibility is greater; achievement, facilities, status, demand proficiency is

higher; and the addition of wages or salaries as well as other allowances. Promotion means to assign more responsibility and authority to employees. In simple words, promotion is to transfer an employee to a higher position. Job promotion has several indicators, namely loyalty, qualification, and achievement. Promotion is the most common form of internal mobility of personnel in an organization.

According to Gupta (2011) promotion refers to a higher post carrying greater responsibilities, higher status, and better salary. It is the upward movement of an employee in the organization's hierarchy. Promotions are used to reward employees that perform better and to motivate them to greater effort. Promotion is one of the extrinsic rewards. The promotion is also an important factor in an employee's life and career, which can affect their motivation. The promotion will boost employees to perform a job more efficiently and effectively in order to improve their talent. The promotion will give long-term satisfaction to employees. This can be done only by elevating the employee to a higher position and offering a title with the increased accountability and responsibility due to the employee's efforts, behavior and period of service in the organization. The employee is motivated by this type of reward to contribute all his efforts in order to gain management's trust and acquire their ijbm.ccsenet.org International Journal of Business and Management Vol. 14, No. 4; 2019 52 delegations and responsibility.

According to Rahman and Hoque (2014), there are five job dimensions that are very important for an employee in order to feel motivated. It consists of the work itself, pays, promotion opportunities, supervision, and co-employees.

Macey, Schneider, Barbera, and Young (2009) stated when an organization gives frequent promotions and appraisal system in their workplace, it can be motivated the employees. Generally, employees think promotion opportunities are an important aspect of their career and their lives. Promotion can have a significant impact on other job characteristics such as responsibilities, etc.

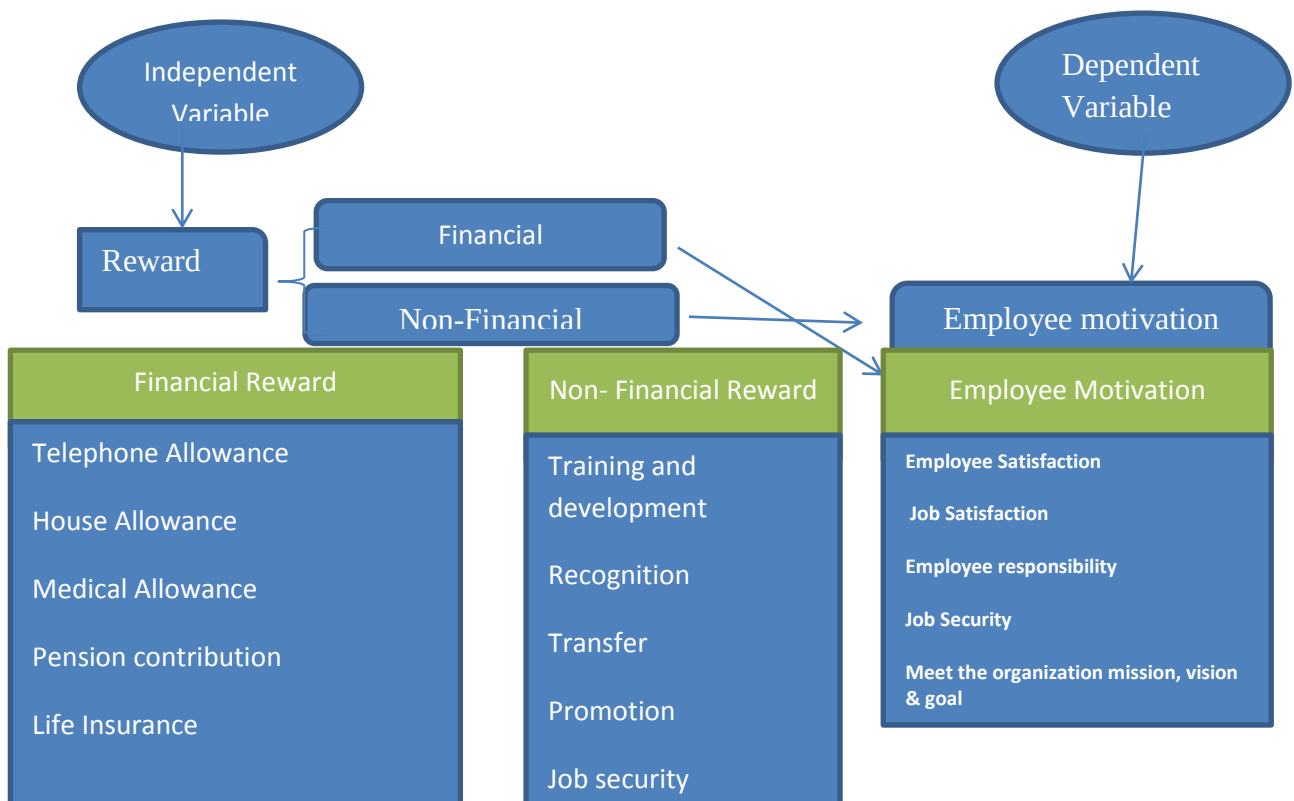
Based on research conducted by Khan, Farooq, and Khan (2010) in Kohat, Pakistan is to analyze the role of reward in motivating employees of commercial banks. The study aimed to identify the impact of payment, promotion, benefits, and recognition of employee motivation. The samples of study consist of 67 male and female employees of the commercial banks of Kohat, Pakistan. The

research finding showed that promotion among most the important variables has the greatest effect on employee work motivation.

Wan, Sulaiman, and Omar (2012) argued that workers would be more committed to the organization and loyal to the organization and the intention to leave the organization was low if the promotion was made fairly and equally. In this research, promotion defined as an opportunity given to an employee on the progress shown by the worker to his work. Directly, the promotion will increase the position of workers in the organization hierarchy and greater responsibility. Promotion is seen as an important factor in influencing motivation and work performance. This is because it can increase or develop an employee's skill and knowledge.

Promotion has a positive relation to employee motivation

2.1.5 Conceptual framework of the study



The purpose of this study is to examine whether there is any relationship between financial and non-financial rewards and employee motivation, Hence the hypothesis will be:-

Hypothesis 1: Training and development has a positive significant influence on employee motivation

Hypothesis 2: Employee job security has a positive and significant influence on employee motivation

Hypothesis 3: Salary scale has a positive and significant influence on employee motivation.

Hypothesis 4: benefits like medical, telephone and house allowance, etc... have a positive and significant influence on employee motivation

Hypothesis 5: Promotion and recognition have a positive and significant influence on employee motivation

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

These chapters present the research methodology which is used to collect data in order to answer the test. The chapter discussed the source of information, research population and the target population. It explained the sampling design, study population, sampling, sample techniques, data collection, Survey instrument development and validity test. The data collection methods, techniques, instruments and procedures are clarified.

3.2 Research Design

This research titles an assessment of reward on employee motivation: the case of Agency for Refugee and Returnee Affairs. The study employs a descriptive survey research design, which provides insight into understanding of an assessment impact of financial and non-financial reward on employee motivation. Moreover, the purpose of descriptive is to describe or validate some sort of hypothesis or objective when it comes to a specific group of people (Gutcheck, 2018). Therefore, the research questions are applicable for this type of study and help to collect data from members of the population.

3.3 Study Population

Mugenda and Mugenda (2003), explain that the target population should have some observable characteristics, to which the research intends to generalize the result of the study. The Agency for Refugee and Returnee Affairs has head office, zonal and liaison office. Agency for Refugee and Returnee Affairs has a top level management, middle level management, lower level management and officers and professional workers.

The population is Agency for Refugee and Returnee Affairs is headquarters and its regional and lesion offices. The target population is those who are working in the organization.

3.4 Sampling

A sample is elements selected with the intention of finding out something about the total population from which they are taken. The sampling techniques used in this study is purposive or judgment

sample techniques. Purposive sample techniques occurs where a researcher select a sample size or study unit with a purpose or because they are convinced that the select study unit has the information he/she is looking for the sample size is based on refugees' settlement per workers distribution. These are Sudan and south Sudan refugees, Eritrean refugees, Somalia refugee and head office. Among the total population of workers distribution, it was randomly selected Addis Ababa head office, Gambella, and semera and Jijiga.

Table 3.1: Samples size determination.

The table shows the targeted population and the sample size per employees' distribution

Target Population	Target Population taken from employees distribution in each zonal & camps randomly selected	Sample size	10% of Respondent Sample size
Total number of Employees in Head Office	Addis Ababa Kenya Borena & Ngangatom	190	19
Total number of employees in Sudan and South Sudan Refugee	Gambella	740	74
Total number of employees in Eritrean Refugee	Semera	180	18
Total number of employees in Somalia Refugee	Jigjiga	260	26
<u>Total</u>		<u>1370</u>	<u>137</u>

Source: Primary data

3.5 Sample Techniques

A sample is elements selected with the intention of finding out something about the total population from which they are taken. The sampling technique used in this study is purposive or judgment sampling technique. Purposive sampling technique occurs where a researcher selects a sample size or study unit with a purpose or because they are convinced that the selected study unit has the information he/she is looking for. Therefore, Purposive /judgment sampling method is effective when the focus is on all group of organization, which is Agency for Refugee and Returnee Affairs

and all the sample is top level management, middle level management, lower level management, officer and professional workers. The workers distribution number of Agency for Refugee and Returnee Affairs can serve as primary data sources for research design. The study also applied stratified sampling technique. According to the total target population of the study was 1370 with this select 10% the total population have been selected of the total population have been selected from selected workers distribution in refugee settlement.

3.6 Data Collection

This study gathered both primary and secondary data. The researcher collect primary data at the source and secondary data are the ones collect from Agency for Refugee and Returnee Affairs documents.

3.6.1 Document Analysis

Document analysis focus on reconstructing process and events; evaluating documents in terms author, target group, authenticity and clarity; identifying main topics; and comparing the document for internal consistency and coherent.

The document analysis is the convenient, quick and effectively to collect the data for doing research. According to Berg, 1989 content analysis will provide data triangulation for the questionnaire results despite its ineffectiveness in testing causal relationship between variables; it will be supported by data gained from questionnaires. Types of documents analyze in this research include the current human resource rule and regulation and the policy guide manual of the agency.

Considering the important information provide in human resource department head report, it is quite obvious that they are the most useful documents for this study.

3.6.2 Questionnaire

Monettee et.al, 1994, stated that the research survey has some advantages; first, data can be gathered more low cost and much more than interviews. Second, the questionnaire can be sent by emails, which helps the research to solve the problem that it is difficult to directly meet respondents who are far from Addis Ababa. Third, the respondents may tend to provide more accurate and honest responses when they do not have to face with the researcher. Questionnaire both open-ended and close-ended will distribute. The study population consisted of all employees both zonal and

liaison offices. The researcher will ask the permission an organization to send the survey questionnaires through email because the targeted populations are located in different region in the country.

3.7 Survey Instrument Development

The Study used primary data collected using questionnaire for those were selected. These study were selected the respondent whom were more experienced, understanding the objectives and were responsible for smooth transition to the impact of financial and non- financial reward in the organization. The response is expected to assist understand the impact of financial and non-financial impact in the organization.

The research evidence were gathered using both close ended and open ended questionnaires the data were collected using five point likert scales with rating of Strongly Agree (EX), Agree (A), Neutral (N), Disagree (DA), and Strongly Disagree (ED). A score was given according to the sequence which is 'EX' and 'A' score was given 5 or 4, it indicates essential while 'N' and 'DA' score was giver 3 or 2, it indicates fairly important the other score was given 'ED' it is 1 which is unimportant.

3.7.1 Validity and reliability

Validity is foremost on the mind of those developing measures and genuine scientific measurement. Validity can be seen as the core of any form of assessment that is trustworthy and accurate (Bond, 2003).The researcher tried to keep internal and external validity. Internal validity means the independent variable caused the changes in the dependent variable. In the other hand external validity refers is generalizability of findings to other population and setting.

Reliability with a research, the 'item reliability index' was examined, reflecting whether item could be replicated in the same order if they were given to another sample group that had similar or equal abilities (Bond & Fox, 2001). If items, or in this case the objects order used in the picture, are not replicable across the three groups, then the reliability of the test is in jeopardy. In this study the real person and real item separation reliabilities were explored. Similar to internal consistency, separation reliability values of between 0 and 1 had to be obtained, and those that are high are beneficial to an assessment. The minimum acceptable coefficient in literature is 70% (Scheman, 2007)

3.8 Reliability of the questionnaire

The questionnaires which is distributed to the respondent it tries to the questions in simple and unambiguous language the instrument to reliabilities of the questioner is evaluated using the “Cronbach’s Alpha” and the entire 42 research question were considered for the calculation. The below table shown that the result of the estimated cronbach’s alpha was non-financial was 0.94 and financial 0.95 reliable.

Table 3.2: Cronbach’s alpha

Item	Cronbach’s Alpha	Number of Question
Financial	0.95	18
Non-Financial	0.94	18
Reliability	0.94	36

3.9 Methods of data analysis

This study used descriptive analysis to describe a phenomenon or an object. The phenomenon in this case is the current status of reward impact in the organization. The researcher describes the reward impact from financial and non-financial mainly the responses from survey questionnaires have shown the degree of agreement on the statement related the research question. The gather data in this study are analyze data are presented in table and graph.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter is presenting data analysis on the topic assessment of rewards on employee motivation: in the case of Agency for refugee and Returnee Affairs. The data presented in this chapter was collected through questioner. This study distributed 137 questionnaires out of this 118 filled and returned which is 86% rate was considered adequate for the study.

4.2 Demography Rate

The study tried to find out the sex, age, marital status, academic background, marital status and working experience were discussed below.

Table 4.1: Demography Rate

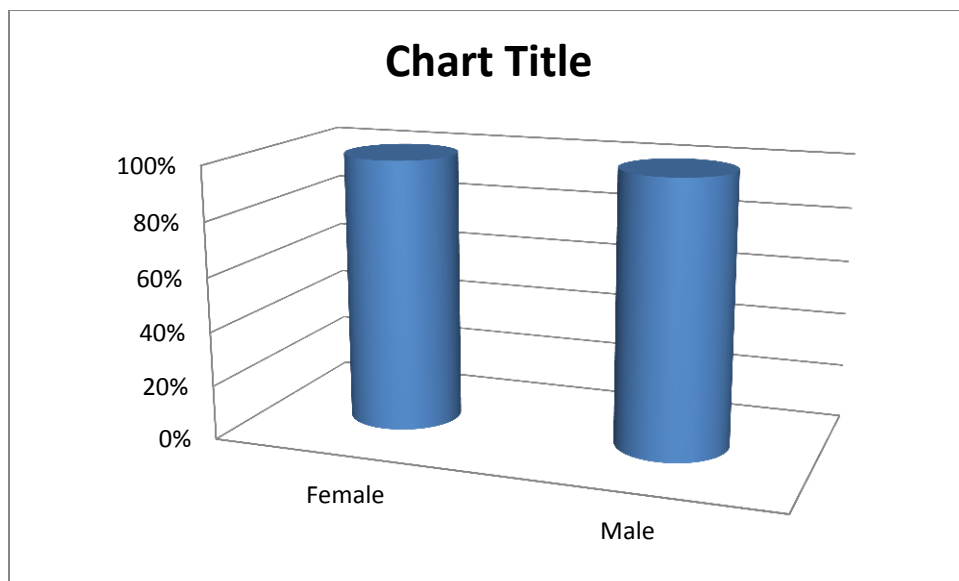
Sex	Number	%
Male	81	69%
Female	37	31%
Age		100%
18-25	3	3%
26-30	40	34%
31-40	46	39%
41-45	21	18%
=>46	8	6%
Marital Status		100%
Single	48	41%
Married	70	59%
Monthly gross Salary		100%
1,000.00-5,000.00	19	16%
5,001.00-10,000.00	32	27%
10,001.00-15,000.00	34	29%
15,001.00-20,000.00	20	17%
20,001.00-25,000.00	10	8%
=>25,001.00	3	3%

Educational Qualification		100%
Some certificate	2	2%
Diploma	36	31%
Degree	56	47%
Masters	24	20%
Other		
Working Experience		100%
1-3 Years	10	8%
4-6 Years	30	25%
7-10 Years	42	36%
11-14 Years	16	14%
=>15 Years	20	17%

Source: (Survey result, 2020)

4.2.1 Sex

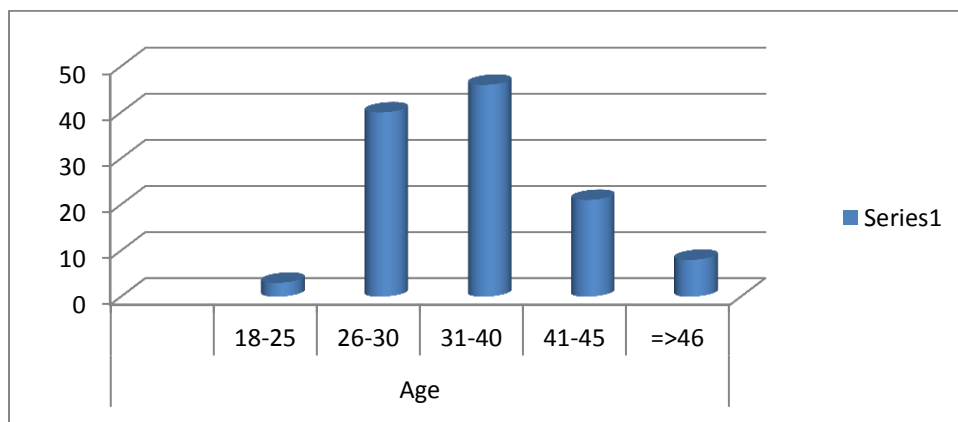
The table 4.1 above, the results of the study showed that among the reached out respondents, 81 were male making total of 69%, while 37 were female at a rate of 31%. Agency for Refugee and Returnee Affairs the work opportunity and economic benefit is number of female is less than male.



Source: (survey result 2020)

4.2.2 Age Range of Respondent

The study sought to establish the age range of the respondent from table 4.1 above, the study found that the majority of the respondent were at the age of between 31-40 years as shown by 40 in numbers and 39%. Additionally, some respondent were at the age of 26-30 years as shown by 40(34%). While the rest of respondent were at the age of 41-45 years, above 45 years and 18-25 years as shown by 18% (21), 6%(8), and 3%(3) respectively. The organization ARRA the majority of the respondents being in the youthful stage, according to the performance and injections new idea and the all over the performance of the organization it is an added advantage to the agency.

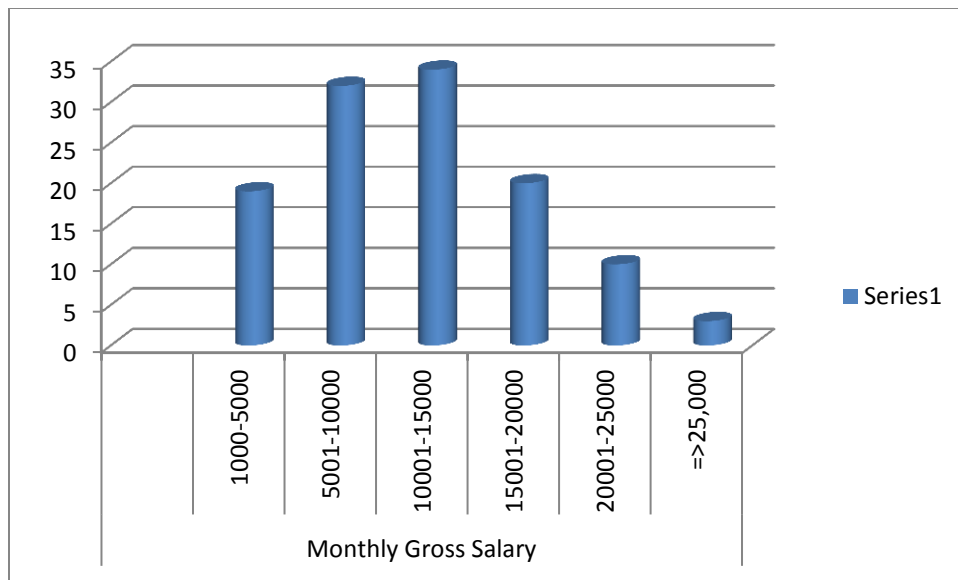


4.2.3 Marital Status

The table 4.1 above showed the marital status of the respondent, it found that the majority of the respondents were married which was the number of 70 (59%), while 48 were single at rate of 41%.

4.2.4 Monthly Gross Salary

From table 4.1 above the salary range of the respondent showed that the majority of the respondents were at the range of between 10,001-15,000 birr as shown by 34 in number and 29 %. While, some respondent were at the range of 5,001-10,000, 15,001-20,000, 1,000-5,000, 20,001-25,000 and above 25,000 birr as shown 27%(32), 17%(20), 16%(19), 8%(10) and 3%(3) respectively. The agency salary pay scale range is unfair.



Source: (Survey Study 2020)

4.2.5 Education Qualification

From the above table 4.1 showed, the majority of the respondent had educational qualification was Degree which was 56 in number and the rate of 47%. Additionally, some of the respondents were diploma 36(31%), masters and some certificates, the number and rate is 36(31%), 24(20%) and 2(2%) respectively. The majority if the agency workers educational qualification was degree. This has the implication of that the majority of the respondent could easily understand the meaning and impact of financial and non-financial rewards on employee motivation.

4.2.6 Working Experience

Finally, from table 4.1 above showed that, the majority of the respondents had an experience of between 7-10 years in their respective agency as shown by 36% (42). Additionally, 30 respondents had worked for 4-6 years as shown by 25%, followed 17% (20) of the respondents who had worked above 15 years, 11-14 years shown by 14% (16) and lastly 8% (10) of the respondent had worked for a period of 1-3 years in the agency. These clearly indicate that the agency had managed the impact of financial and non-financial rewards on employee motivation in its competitive talents experts for an experience between 7 up to 10 years. Meaning the agency have advanced knowledge on the use of rewards in the organization for the time they have been there, and they would be in apposition of to give an advice regarding the best rewards method for the organization in future.

4.3 The Impact of Non-Financial rewards on Employee Motivation

Non-financial reward address more on intrinsic motivational aspect where it is tending to a relationship based approach between organization and its employees. For the organization has to give the respect to the employees through different means as symbolic rewards after observing the performance. Creating a comfortable work place through all these means is helpful to make employees committed to the work honestly. One the monetary rewards directly enhance the employee satisfaction, non-monetary rewards enable them to have recognition and status, which is seen as a motivational tool for employees' satisfaction, and work engagement. Even though monetary rewards are effective in the process of enhancing intrinsic motivational impact on worker and the performance, where is provides a strong sense of security as well as job stabilization while empowering them to carry out further work successful (Waqas, Z. and Saleem 2014)

According to Thomas, 2009, intrinsic rewards recently spread in most of the organizations with the managerial commitment, their contribution and support which enable for employees to engage in the work with positive thinking and mentality. Those non-financial rewards reinforce the self-motivation of individuals while implementing such system to create positive feeling and distinctive experiences for its staff members. At the same time, Pattananyak, 2005, identified non –monetary incentives as tangible and intangible incentives, where tangible non-monetary incentives are in the form of treats, awards, tokens, etc.; while intangible aspect are in terms of form of informal recognition, friendly greetings, responsibility, meaningful work, job rotation, special assignments, training, etc., those are depending on the attitudes, values, beliefs of employees, who are working together in a company.

One can argue that tangible non-monetary incentives are effective than intangible non-financial incentives both will be work much effectively in accordance with the situation. Career development and work performance recognition considered as vital aspect of non-financial awards where it will create enthusiasm and encourage workers to develop their existing capabilities with high level of motivation. As per Jeffery, 2002, non-monetary incentives and its ability to influence on a range of psychological requirements have deeper long term implication than that of monetary rewards.

It is proven by most of the real world scenarios where employee retention rates are high in the companies who are much concentrated on those unquantifiable non-financial aspects. Employee

engagement in line with non-monetary rewards are strongly linked with the organizational performance where as a human resources management practice that engagement needs to be promoted in the organizational cultures and let the firms to practice it. This will enhance the employee satisfaction and ultimately result in improving organizational performance particularly in terms of financial means (Sale, revenue, cost reduction, etc.). Therefore, the concept of motivation in line with non-monetary reward schemes will enable a company to drive its performance and sustainable into long-term future (Frank 2004). Another aspect of non-monetary rewards is the availability of training and career development facilities where training has a positive relationship with employee motivation. Based on that future financial benefits are ensuring which enable the employees to enhance their current capabilities with comprehensives programs usually those are designed by looking at the individual capability and their performances.

Most of the companies align financial rewards system in line with such training programs in order to attract and motivating the employees to get benefits out of them. Those training programs will enable the companies to get adjusted with the dynamism of the external environments which will also make the people motivated to perform well. On other hand, career development provides opportunities to adapt skills, technologies, and competencies which are essential for performance improvements as well as even promotions. It makes a feeling of value addition for the lives of employees where people may receive recognition, reputation, status and other qualitative achievements in their career life and it will ultimately create learning and development culture within the work place. It is seen as a greater opportunities for the employee to go to the top of the career ladder and organizations also need to put the attention on exploiting opportunities to develop/upgrading the motivational aspects of self-esteem, self-actualization, etc. (yousaf 2014)

4.3.1 Training and Development

Training and development in the organization is the top benefit for driving employee development. It is to shape a more efficient, competitive, and engaged workforce. The reasons why employee training and development is important:

- A) Training future leaders: - Targeting skills and employees for future leadership will help establish an organization for growth and change. Acquiring leadership talent can start from the initial acquisition, or human resource professionals can select current employees as managerial candidates. Having established leadership (Bishop.C 2018)

- B) Employee Empowerment: - Leaders who feel empowered within the workplace will be more effective at influencing employees and gaining trust. Consequently those employees will feel a great sense of autonomy, value, and confidence within their work (Folkman 2017)
- C) Positive employee retention: - Hiring and retention can become a major challenge to employers; however, this can be avoided through career development. Training programs have become so centralized within business that it is often used as a competitive advantage when hiring. Offering programs within employment contract establish an employee's sense of value within the organization, and fosters loyalty and ultimately staff retention. What's more is that an organization with an engaged workforce will achieve a lower staff turnover rate.
- D) Increase workplace engagement: - boredom in the workplace can create feelings of dissatisfaction and negative work habits. Regular development initiative can prevent workplace idleness. Having frequent training programs will also establish regular re-evaluation of employers, skill and process. Training and development will also influence company culture by instilling an emphasis on planning.
- Training and development can prompt organization analysis and planning; it requires employers to review existing talent and evaluate growth and development opportunity internally rather than via recruitment (Bashin. H 2018)

Table 4.2: Training and development

Training and Development	1	2	3	4	5	Mean	S.D
Training and development is given by the organization based on needs of the employees	12	21	20	45	20	2.66	1.61
Training and development is met organization objectives, mission and vision	11	43	20	30	14	3.06	1.38
The organization is engaging in delivering training and development program to employees for induct them for the job.	10	44	20	29	15	3.04	1.39
Training and development is an opportunity to improve my professional qualification from my job.	29	32	20	21	16	3.31	1.29
Usually, the training and development program is able to insight a new skill and competencies by doing my job.	26	35	20	18	19	3.26	1.31

Source: (Survey result, 2020)

The study was seeking to the non- financial rewards on training and development. The results of the study were in table 4.2 above. The majority of the respondents agree on training and development is an opportunity to improve my professional qualification from my job as the mean of 3.31. while, the others respondent were training and development able insight a new skill and competencies by doing my job, met the organization vision, mission and objective and employees for induct them for the job at the rate of mean 3.26, 3.06, 3.04 respectively but training and development needs are said to be existed in an organization when there is a gap between the existing performance of an employee or group of employees and desired performance. So, the training and development undertaken by agency based on need of the employee is not considered the existing performance of an employee which is the mean of 2.66.

4.3.2 Job Security

Job security is the probability that an individual will keep their job; a job with high level of security is such that a person with the job would have a small chance of losing it.

Government and individual are both motivated to achieve higher levels of job security. Governments attempt to do this by passing law (U.S civil right act 1964). Which make it illegal to fire employees for certain reasons? Individuals can influence their degree of job security by increasing their skills through education and experience, or by moving to a more favorable location. The official unemployment rate and employee confidence indexes are good indicators of job security in particular fields (www.randstadusa.com).

Being told your job is secure- or knowing that it's safe because of contract or union agreement- is clearly the best way to know that you won't be out on the street anytime soon. Unfortunately, many leaders are reluctant to come right out and tell their employees that they are safe. In some case, the lack of communication is simply a political issue, and your boss is afraid to say anything for fear of looking bad if something changes or does not want to rock the boat if not everyone is in the same position. In other cases, the lack of news is a deliberate, if misguided, move to keep employees on their toes and working hard. These bosses believe that if you are constantly worried about getting fired, you will work harder to avoid that fate-even if it's not even on the table.

Table 4.3: Job security

Job security	1	2	3	4	5	Mean	S.D
Employees' will remain within the organization for a reasonable period without being wrongly dismissed.	31	45	21	16	5	3.69	1.25
Employees are depend on Agency for Refugee and Returnee Affairs	7	6	24	34	46	2.08	1.37

The above table 4.3 showed the job security of non-financial reward on employees' motivation. The majority of the respondents were employees' will remain within the agency for reasonable period without being wrongly dismissed with the mean rate of 3.69. However, employees are no reliable on Agency for Refugee and Returnee Affairs. These means the employees are not fell job secure like pension contribution at the rate of 2.08 mean.

4.3.3 Transfer and Employee Motivation

A transfer involves a change in the job (accompanied by a change in the place of the job) of an employee without a change in responsibilities or remuneration. It different from a promotion in that the later involvement a change in which a significant increases in responsibility, status and income occurs, but all these elements are stagnant in the former. Another difference is that transfers are regular and frequent, but promotion infrequent, if not irregular.

Reason for transfer

The reasons for transfers vary from organization to organization, and from individual to individual within an organization. Broadly speaking, the following are the reason transfer.

- Workers are transferred from the surplus department to another department or plant where there is a shortage of staff.
- Removal of incompatibilities between the workers and his or her boss and between one worker and another worker.
- Correction of faulty initial placement of an employee.

- A change in the interest and capacity of an individual necessitating his or her transfer to a different job.
- Over a period of time, the productive of an employee may decline because of the monotony of his or her job, to break this monotony, the employee is transferred.
- The climate may be unsatisfactory for an employee's health. He or she may request a transfer to a different place where his or her health will not be affected by its climate.
- Family related issues cause transfers, especially among female employees. When they got married, the female employees want to join their husband and this fact necessitates transfers or resignation.

4.3.3.1 Transfer Types

- **Production transfer:** -A shortage or surplus of the labor force is common in different departments in a plant or several plants in an organization. Surplus employees in a department have to be laid-off, unless they are transferred to another department. Transfer affected to avoid such imminent lay-offs are called production transfer.
- **Replacement transfer:** -Replacement transfers, too, are intended to avoid imminent lay-off, particularly, of senior employees. A junior employee may be replaced by a senior employee to avoid lying off the later. A replacement transfer program is used when all the operations are declining and is designed to certain long-service employees as long as possible.
- **Versatility transfer:** -Versatility transfers are effected to make employees versatility and competent in more than one skill. Versatility option are valuable assets during rush periods and periods when work is dull versatile transfers may be used as a preparation for production or replacement transfer.
- **Shift transfer:** - Generally speaking, industrial establishments operate more than one shift. Transfers between shifts are common, such transfer being made mostly on a rotation basis. Transfers may be affected on special request from employees.
- **Remedial transfer:** - Remedial transfers are affected at the request of employees and are, therefore, called personal transfers. It takes place because the initial placement of an employee may have been faulty or the worker may not get along with his or her supervisor or with other workers in the department. He or she may be getting too old in his or her

regular job, or the type of job or working condition may not be well-adapted to his or her present health or accident record. If the job is repetitive, the worker may stagnant and would benefit by transfer to a different kind of work.

Table 4.4: Transfer

Transfer	1	2	3	4	5	Mean	S.D
Employees transfer from one place to another place is fair and equitable.	8	17	20	50	22	2.47	1.42
Transfer is made by experience and educational qualification.	10	16	24	40	28	2.49	1.71

Source: (Survey result, 2020)

Table 4.4 above illustrate the result of the study , which indicates that the respondent agreed that employee transfer from one place to another working place is not fair and equitable and also made by experience and education qualification were the mean of 2.47 and 2.49 respectively. Transfers have a considerable effect upon their motivation, productivity and moral. Therefore every employee entitled to fair and equitable in the work place, but many feel they do not get this and as a result may feel a negative towards the employee aim and objective.

4.3.4 Promotion and Employee Motivation

Promotion means an improvement in pay, prestige, position and responsibilities of an employee within his/her organization. A mere shifting of an employee to a different job which has better working hours, better location and more pleasant working conditions does not constitute promotion. The new job is a promotion for the employee when it carries increased responsibility and enhanced pay.

4.3.4.1 Why Promotion

- To motivate employees to higher productivity
- To attract and retain the services of qualified and competent employees

- To recognize and reward the efficient of an employees
- To increase the effectiveness of the employee and of the organization
- To fill up higher vacancies from within the organization
- To build loyalty, moral, and sense of belongingness in the employee
- To impress upon others that opportunities are available to them too in the organization, if they perform well.

4.3.4.2 Promotion Type

A promotion involves an increase in status, responsibilities and pay. But in certain cases only the pay increases and the other elements remain stagnant. In other cases, the status only increases without corresponding increases in pay or responsibilities. Depending on which elements increase and which remain, stagnant, promotion may be classified into the following types.

- **Upgrading/Horizontal promotion:-** This type of promotion an increase in responsibilities and pay, and a change in designation but the employee concerned does not transgress (go beyond the limit) the job classification. For example, lower division clerk will be promoted to upper division clerk. In this case there is no change in the nature of the job.
- **Vertical promotion:** - This type of promotion results in greater responsibility, prestige and pay, together with a change in the nature of the job.
- **Dry Promotion:** - When an employee is assigned to a higher-level job without increase in pay, it is called a dry promotion.

Table 4.5: Promotion

Promotion	1	2	3	4	5	Mean	S.D
I will be promoted within the next two years	9	10	35	31	33	2.42	1.76
Everyone has an equal chance to be promoted	6	10	16	50	36	2.15	1.96
Staff are promoted in a fair and honest way	7	15	17	49	30	2.03	2.06

Source: (Survey result, 2020)

Figure 4.5 illustrates that all of the respondents not agreed that the agency will be promoted within the next year, every employee has an equal chance to be promoted and staff are promoted in a fair and honest way were the rate mean 2.42, 2.15 and 2.03. According to Rahman and Hoque (2014), there are five job dimensions that are very important for an employee in order to feel motivated. It consists of the work itself, pays, promotion opportunities, supervision, and co-employees. Therefore, the agency has to be considered in a careful manner.

4.3.5 Recognition and Employee Motivation

Recognition belongs to the non-financial rewarding categories which may be able to motivate the employee than financial rewarding methods. Recognition only workers are meaning full and focuses on right way. Rewarding system is the method that can take by the management to declare and appreciate the good work of the employees. By recognition, organization passes the message which they looking for other employees as well. The meaningful rewarding systems always need to highlight the specific person or group persons. The effective methods to practice recognition are to appreciate the employee by using verbal communication. In recognition organization can focuses on the activity or activities that taken by employee to enhance the profit of the organization (Burton, 2012). The rewarding can be done private or publically. The compliant brings the message of management and organizational expectation from their employees. Currently, most of the organization use emails to reward the good work of their employees. The non-financial like recognition can enhance the job satisfaction of their employees.

Table 4.6: Recognition

Recognition	1	2	3	4	5	Mean	S.D
I receive a constructive criticism about my work	25	55	18	14	6	3.67	1.25
I get credit for what I do	10	35	15	37	21	2.8	1.52
I praised regularly for my work	10	22	20	38	28	2.56	1.73
I can be satisfied with the way promotions are made	11	15	15	40	37	2.35	1.81
I am motivated my work is recognized by manager or colleagues.	11	33	29	23	22	2.9	1.46
I feel that my work is value in my department.	37	49	8	14	10	3.75	1.25

Source: (survey result, 2020)

Table 4.6 illustrates that the majority of the respondents agreed that I felt that my work is value in my department as shown a mean of 3.75. The other respondents were received a constructive criticism about my work, motivated my work is recognized by manager and colleagues praised regularly for my work as shown a mean of 3.6, 2.9, 2.56. However, the way of promotion are not satisfied was as a mean of 2.35. According to Nelson (2015), conclude that recognition leads to improved communication (employees are more likely to offer solution and new ideas), better cooperation (employee are more like to offer to help and go the extra mile) and decrease absenteeism and turnover (employee will demonstrate higher job satisfaction and loyalty). In decrease absenteeism and decreasing turn over.

4.4 The Impact of Financial rewards on Employee Motivation

In the real world, reward plays an important role on employee performance because rewards could determine how productive an employee performance is and motivate and control the performance as well. Therefore, it is necessary for a manager to understand how important a financial reward really inspires employees and motivate them. Financial reward is considered as the most functional tool for managers to motivate employees to move successfully and influence their behavior to achieve greater organization goals (Danish & Usman2010). On the other hands, failure in financial rewards would influence the effectiveness of skilled employees to be limited if they are not being motivated.

4.4.1 Salary and Salary related

Table 4.7: Salary and salary related

Salary and salary related	1	2	3	4	5	Mean	S.D
I am satisfied with my total compensation package	4	22	21	41	30	2.40	1.77
Salary increment are made based on employee performance	5	10	18	54	31	2.19	1.93
My current salary is sufficient in relation to which I do.	39	36	21	13	9	3.70	1.25
I am motivated with my salary increment.	9	24	21	39	25	2.60	1.64
Salary increment made by the organization would encourage others	10	18	25	36	29	2.53	1.69
Salary payment range from lower to top management is good as compare to others organizations	7	10	22	39	40	2.18	1.94
My salary is cop up with rising cost of living.	6	11	15	46	40	2.13	1.96
I am satisfied with salary payment scale which is the agency followed.	6	15	28	35	34	2.36	1.81

From table 4.7 of the reached out participant indicate that my current salary is sufficient in relation to which I do was shown the mean rate of 3.70. Followed by those of who responded were salary increment encourage others, Salary payment range from lower to top management is good as compare to others organizations, I am satisfied with salary payment scale which is the agency followed, Salary increment are made based on employee performance and My salary is cop up with rising cost of living were at the mean of 1.64, 1.69, 1.74, 1.81, 1.93 and 1.96 respectively. This has the implication that according to the organization, employee salary and salary increment is a negative note, meaning that the salary increment and scale system should be revised.

4.4.2 Benefits

Benefits include pensions, sick pay, insurance cover, company cars and a number of other „perks“. They consist of elements of remuneration additional to the various forms of cash pay and also include provisions for employees that are not strictly remuneration, such as annual holidays (Nelson 1997).

Table 4.8: Benefit

Benefit	1	2	3	4	5	Mean	S.D
The benefit package which the organization offer to employees' are equitable	11	17	21	46	23	2.55	1.67
The benefits are good as most organization used	11	30	23	33	21	2.81	1.51
I am satisfied with the benefits I have been received	5	20	22	45	26	2.43	1.76
My benefit is fair enough for the work I do and responsibilities I held	13	12	12	34	47	2.49	1.92
The medical, food, deserts, life insurance etc... allowance service are equitable to all staff.	18	39	22	26	13	3.19	1.33
The retirement planning, which Agency is followed, are better than other organization used.	5	20	12	24	57	2.08	2.05
I never have problem with my arrangement for leave	14	35	15	39	15	2.95	1.44

Source: (Survey result, 2020)

Table 4.8 illustrate that the majority of the respondents were medical, food, desert, life insurance allowance services are equitable to all staff and there is no problem with arrangement for leave at rate of mean 3.19 and 2.95 respectively. Additionally, the benefit are good as most organization, the package which the organization offer to employees' are equitable, it is enough for my work I do and responsibility I hold and satisfied at the mean rate of 2.81,2.55,2.49 and 2.43 respectively. However, the retirement planning which the agency is followed is not good as compare to other organization. Retirement plan is one of the employee benefits so that the agency should facilitate the pension benefits.

4.4.3 General

The main reason for employee turnover is a lack of challenging or engaging work is also a major cause of employee turnover. In other words, it is boredom. Employees grow bored with their work for a number of different reasons. These are toxic culture, luck of purpose or meaning, overwork, Boredom and a bad boss (Jostel Blog 2019).

Table 4.9: General

General	1	2	3	4	5	Mean	S.D
I have been looking out for another job	21	40	22	27	8	3.33	1.29
I am thinking of resigning	18	39	23	28	10	3.23	1.32
I have considered changing jobs.	21	45	25	17	10	3.42	1.27

Table 4.9 shown that the majority of the respondent were consider changing a job, looking out for another job and resigning ate mean rate of 3.42,3.33 and 3.23 respectively.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

In this chapter was intended to find an assessment of rewards on employee motivation. It includes the summary of the findings, conclusion and recommendation based on the study findings.

5.2 Summary

This study conducted to examine assessment of reward on employee motivation in the case of: Agency for Refugee and Returnee Affairs through questionnaire data collected from 118 employees. Therefore, summary of finding have presented below:

- The majority of employees' male respondents than female.
- The target groups consisted who are participated in the study ranging from the age category of 31-40 years old.
- The majority of the respondents are married.
- Majority of the respondents have been served the agency between 7 to 10 years.
- The majority of the respondents are degree holder.
- The majority of the respondents of non-financial rewards on employee motivation training and development are not given by the organization based on need of the employees.
- One of the non-financial rewards on employee motivation is job security. The majority of the respondents on job security in the agency are not good.
- Table 4 shown that the majority of the respondents on employees transfer from one place to another place is not fair, equitable not made by experience and education.
- The majority of the respondent shown there will not be hope to promote next two years, everyone has not an equal chance to be promote and staff are not promoted in fair and honest way.
- The majority of the respondent shown on recognition is not satisfied with the way promotion are made.

- The result of rate mean indicate salary and salary related is not cop up with rising cost of living, salary increment is not based on performance and salary range from lower to top management is not fair as compare to other organizations.
- All of the respondents have been looking out for another job, resining and changing a job.

5.3 Conclusion

According to the data analysis gave by respondent assessment of rewards on employee motivation: the case of Agency for Refugee and Returnee Affairs better motivation, Salary scale, Promotion and recognition, employee benefits and training and development and employees job security.

As the data shows that training and development is the direct relation with the employee motivation. Roscoe, J., 2002...The lack of training will results in ignorance of the manager about the skills, competencies and knowledge that are decisive for the performance improvement and motivation. Organization conducts training programs due to dynamic changes in the business environment which increase the motivation employees. As a result, the employees are promoted due to training provide to them. So, Training and development has a positive relationship with employee motivation. Therefore, agency is giving training and development according to the employee need base.

In addition to, employee job security is the direct relation of the employee motivation. According to the most commonly used definition, “employment security means that workers have protection against arbitrary and short notice dismissal from employment relations that avoid casual (ILO 1995).

ARRA is assured that employees are not dismissed without a reasonable period without being wrongly dismissed.

As shown the respondents for Salary scale the low level salary payment up to the upper top level management rang gap is high. These are created to cop up the rising cost of living. Therefore, the turnover rate of the agency is raised year to year (ARRA personnel turnover Document 2019)

Employee transfer one place to another objective, the study that transfers has a significant impact on employee motivation. An agency transfers the employee without considering educational qualification, experience, fair and equitable. According to Jeffrey E. Goldman, 2019 Transfer is no

change in the responsibility, designation, status or salary. It is a process of employee's adjustment with the work, time and place. According to the respondent shown that the majority of the respondents were transferred made by ARRA is unfair and inequitable.

Promotion and recognition On this objective, the study concluded that recognition has a significant impact on employee's motivation and productivity, and that employees attach great value to recognition as part of rewards. Additionally, the study concluded that in an agency, there should be more than financial reward given to employees in order to motivate them in terms of recognition. Also, on the effect of recognition on performance, the study concluded that employees take recognition as part of their feelings of value and appreciation and as a result it increases employees morale, which eventually increases efficiency of organizations, and that financial rewards most times is said to favor in short term while non-financial reward like recognition favor long. These conclusions were in agreement with Deeptose (1994) who argues that recognition has a significant impact on employee's satisfaction and productivity. Effective use of recognition results in improved performance of the organizations. Also, Danish and Usman (2010) affirmed that when rewards and recognition are properly implemented, a good working atmosphere is provided that motivates employees to achieve high performance.

5.4 Recommendation

Agency for refugee and returnee affairs is one of the contributors to success the Ethiopian development goal on people with people relation. By doing these it creates the motivated employees.

This study recommended that the management in the agency of refugee and returnee affairs at large and the entire agency evaluate the financial and non-financial rewards system that are currently in place as well as the kinds influence they have on employee motivation. This would help them understand the issue surrounding administration and corresponding influence non-financial and financial rewards employee motivation.

The study also recommends that the management in an agency minimizes the turnover rate of the employees it emphasis on non-financial rewards like recognition, employee transfer from one place to another place, training and development. These forms of rewards are likely increases employee motivation to a great extent and reduce employee turnover.

Further, the study recommends that, it was noted that the agency failed to adequately maintain certain personnel records. These incomplete personnel files increase risk of unauthorized salary payment, lack of evaluation employee performance and an appropriate salary payment. Therefore, the agency to avoid incomplete personnel file use the electronic filing system.

Moreover, the study recommended that the agency failed to promote employee. Employee promotion is made on employee appraisal. According to the respondents is shown that, promotion is given by political member, nepotism and favoritism. Therefore, the agency also embrace promotion rewards are used like career development, Job appraisal, and soon.

5.5 Recommendation for Further Study

This study is focused on assessment impact on financial and non-financial rewards on employee motivation: the case of Agency for refugee and returnee affairs. The sample was taken from Employee of ARRA. This research is used to an input for further study for:

- Impact of Financial rewards on employee motivation.
- Impact of non- financial rewards on employee performance.

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Addis Ababa University

Faculty of Business and Economics

Department of Graduate Studies

MA Degree in Public Administration and Development Management Program

A questionnaire to be filled by Agency for Refugee and Returnee Affaires Employees

Dear Sir/ Madam,

I am a student of Addis Ababa University Department of Graduate Studies MA degree in Public Administration and Development Management. The main aim of this research paper is the **Assessments of rewards on employee motivation: In the case of Agency for refugee and returnee affairs**. Your participation for this research is highly appreciated and your privacy will be kept in secret.

Thank you for your time and consideration

Stay home.

Keep you and your family from corona virus.

Tesfaye Wodajeneh

Email Wodajenehtesfaye@gmail.com

Telephone +251911172252

+251900064173

Part 1 Demographic Information

Instruction number 1:- Put '✓' or '×' sign in the box answer to the question for your choice.

1. Gender ☐ Male ☐ Female

2. Age ☐ 18-25 ☐ 26-30 ☐ 31-40 ☐ 41-45 ☐ >=46

3. Marital Status ☐ Single ☐ Married

4. Monthly Gross Salary

☐ 1,000-5,000 ☐ 5,001-10,000 ☐ 10,000-15,000 ☐ 15,001-20,000

☐ 20,001-25,000 ☐ >25001

5. Working Experience

☐ 1-3 years ☐ 4-6 years ☐ 7-10 years ☐ 11-14 years ☐ >=15 years

Part II Financial and Non-financial Reward

State whether you agree or not on the following statement. Follow please the guidelines given when you are answering the questions.

	Strong Agree	Agree	Neither	Disagree	Strong Disagree
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Training and Development

6.Training and development is given by the organization based on needs of the employees					
7.Training and development is met organization objectives, mission and vision					
8 The organization is engaging in delivering training and development program to employees for induct them for the job.					
9 Training and development is an opportunity to improve my professional qualification from my job.					
10. Usually, the training and development program is able to insight a new skill and competencies by doing my job.					

Employee Job security and career structure

11.Within my experience and education qualification, there are a lot of opportunities for more advancement					
12.The organization applies performance based career development					
13. There is a better inform the organization and individual about potential career path within the organization.					
14.The organization has a career plan annually to utilize human resources program.					

Pay basic salary structure

15.Salary increment are made based on employee performance					
16.My current salary is sufficient in relation to which I done					
17.Salary increment made by the organization would encourage others					
18.Salary payment range from lower to top management is good as compare to others organizations					

Fringe benefits

19.The benefit package which the organization offer to employees' are equitable					
20.The benefits are good as most organization used					
21.I am satisfied with the benefits I have been received					
22.My benefit is fair enough for the work I do and responsibilities I held					
23. Other than the basic salary I am getting rewards based on my achievement.					