



አዲስ አበባ ዩኒቨርሲቲ  
**ADDIS ABABA UNIVERSITY**

ENQUIRY. MASTERY. SERVICE.



**THE EFFECT OF CAREER DEVELOPMENT ON STAFF MOTIVATION IN  
ETHIO TELECOM AT ADDIS ABABA**

**BY**

**MENGISTU KEFELEGN**

**RESEARCH PAPER SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL  
OF COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE AWARD OF A MASTER OF ARTS DEGREE OF  
HUMAN RESOURCES MANAGEMENT (MAHRM)**

**JUNE, 2016  
ADDIS ABABA, ETHIOPIA**

**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE  
GRADUATE PROGRAM**

**THE EFFECT OF CAREER DEVELOPMENT ON STAFF MOTIVATION IN  
ETHIO TELECOM AT ADDIS ABABA**

**BY**

**MENGISTU KEFELEGN (ID-GSE/0712/06)**

**RESEARCH PAPER SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL  
OF COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE AWARD OF A MASTER OF ARTS DEGREE OF  
HUMAN RESOURCES MANAGEMENT (MAHRM)**

**ADVISOR: FESSEHA AFEWERK (AST. PROFESSOR)**

**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE**  
**GRADUATE PROGRAM**

This is to certify that the thesis prepared by Mengistu Kefelegn entitled the effect of career development on staff motivation in ethio telecom at Addis Ababa submitted in partial fulfillment of the requirements for the Degree of Masters of Human Resource Management complies with the regulation of the University and meets the accepted standard with respect to originality and quality.

Signed by the Examining Committee

Examiner Signature.....Date.....

Examiner Signature.....Date.....

Advisor Signature.....Date.....

## DECLARATION

I hereby declare that this submission is my own work towards the Master of Human Resources Management and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

Declared by:

Mengistu Kefelegn (GSE/0712/06)      Signature..... Date.....

Advisor:

Fesseha Afework (Assistant Professor)      Signature..... Date.....

## **DEDICATION**

I dedicate the entire work to God Almighty, for taking care of my life throughout my education, and to my beloved wife Mrs. Tibiltse Bekele for her advice and support towards my success in education.

## CONTENTS

<b>CONTENTS</b> .....	<b>i</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>vi</b>
<b>LIST OF ABBREVIATIONS</b> .....	<b>vii</b>
<b>LIST OF TABLES</b> .....	<b>viii</b>
<b>LIST OF FIGURES</b> .....	<b>ix</b>
<b>ABSTRACT</b> .....	<b>x</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>1. INTRODUCTION OF THE STUDY</b> .....	<b>1</b>
1.1. Background to the study.....	1
1.2. Statement of the Problem .....	2
1.3. Company profile.....	3
1.4. Research Questions .....	5
1.5. Objectives of the study .....	5
1.6. Significance of the Study .....	5
1.7. Delimitations (Scope of the study).....	6
1.7.1. <i>Geographical scope</i> .....	6
1.7.2. <i>Content scope</i> .....	6
1.7.3. <i>Time/Period scope</i> .....	6
1.8. Limitations to the study.....	6
1.9. Definition of Concepts .....	7
1.9.1. <i>Career</i> .....	7
1.9.2. <i>Career Development</i> .....	7
1.9.3. <i>Career Planning</i> .....	7

1.9.4.	<i>Career Advancement</i> .....	7
1.9.5.	<i>Motivation</i> .....	8
1.10.	Organization of the study .....	8
<b>CHAPTER TWO.....</b>		<b>9</b>
<b>2.</b>	<b>LITERATURE REVIEW.....</b>	<b>9</b>
2.1.	Introduction .....	9
2.2.	Career Development.....	9
2.2.1.	<i>Career Planning</i> .....	10
2.2.2.	<i>Career Advancement</i> .....	11
2.3.	Hindrances to career development .....	11
2.3.1.	<i>Organization Structure</i> .....	11
2.3.2.	<i>Individual Factors</i> .....	12
2.3.3.	<i>Political factors</i> .....	12
2.3.4.	<i>Social Factors</i> .....	13
2.4.	Motivation Theory.....	13
2.5.	Relationship between career development and motivation .....	14
2.6.	Summary .....	16
2.7.	Conceptual Framework .....	17
<b>CHAPTER THREE .....</b>		<b>18</b>
<b>3.</b>	<b>RESEARCH METHODOLOGY.....</b>	<b>18</b>
3.1.	Introduction .....	18
3.2.	Research Design.....	18
3.3.	Population of the study.....	18
3.4.	Sample Size .....	18
3.5.	Sampling Procedure .....	20

3.6.	Sources of Data .....	20
3.6.1.	<i>Primary Sources</i> .....	20
3.6.1.1.	<i>Questionnaires</i> .....	20
3.6.2.	<i>Secondary Sources</i> .....	20
3.7.	Pre-testing the instruments .....	21
3.8.	Procedure for Data Collection .....	21
3.9.	Validity.....	21
3.10.	Reliability .....	22
3.11.	Data Management and Analysis.....	22
3.12.	Ethical Issues.....	23
<b>CHAPTER FOUR.....</b>		<b>24</b>
<b>4. DATA ANALYSIS INTERPRETATION AND DISCUSSION .....</b>		<b>24</b>
4.1	Introduction .....	24
4.2	Data Sample Information .....	24
4.1.1.	<i>Response Rate</i> .....	24
4.3	Demographic information .....	25
4.3.1	<i>Response by employment category</i> .....	25
4.3.2	<i>Response by domain (Job field)</i> .....	25
4.3.3	<i>Response by age</i> .....	26
4.3.4	<i>Response by sex</i> .....	26
4.3.5	<i>Response by years in present position held</i> .....	27
4.3.6	<i>Response by length of service</i> .....	27
4.3.7	<i>Response by highest qualification</i> .....	28
4.4	Descriptive Analysis.....	28
4.4.1	<i>Career Planning</i> .....	29



4.4.2	<i>Career advancement</i> .....	30
4.4.3	<i>Chances of promotion (main sample)</i> .....	31
4.4.4	<i>Distribution of respondents by change in nature of job after the reform (main sample)</i> .....	33
4.4.5	<i>Distribution of respondents by ranking of chances of securing a job change in another division or department in ethio telecom (main sample)</i> .....	34
4.5	Motivation .....	35
4.5.1	<i>Level of motivation as reported by the main sample</i> .....	35
4.6	Hindrances to careers advancement after the reform .....	37
4.6.1	<i>Hindrances to career advancement</i> .....	37
4.6.2	<i>Possible strategies that can be used to remove or minimize hindrances or constraints to career advancement (main sample)</i> .....	39
4.7	Relationship between career development and staff motivation inferential analysis.....	42
4.7.1	<i>Reliability of Measures</i> .....	42
4.7.2	<i>Mean Values of Variables</i> .....	43
4.7.3	<i>Pearson Correlation Analysis</i> .....	43
4.7.3.1	<i>The relationship between chances of promotion and motivation (main sample)</i> .....	46
4.7.4	<i>Independent sample t-test</i> .....	47
4.7.5	<i>Regression analysis</i> .....	48
4.7.5.1	<i>Model Summary</i> .....	48
4.7.5.2	<i>Analysis of Variance</i> .....	49
4.7.5.3	<i>The Test of Coefficients</i> .....	50
<b>CHAPTER FIVE</b> .....		<b>51</b>
<b>5. CONCLUSION AND RECOMMENDATIONS</b> .....		<b>51</b>
5.1	Introduction .....	51
5.2	Conclusion.....	51
5.2.1	Career advancement .....	51

5.2.2	Constraints to career advancement after the reform.....	52
5.2.3	Level of motivation among staffs.....	53
5.2.4	Minimization of constraints to career advancement.....	53
5.2.5	Effect of career advancement on motivation.....	55
5.3	Recommendations .....	55
5.3.1	Career development.....	55
5.3.2	Level of motivation .....	56
5.4	Suggestions for further research.....	58

**REFERENCES**

**APPENDIX-A**

**APPENDIX-B**

**APPENDIX-C**

**APPENDIX-D**

## ACKNOWLEDGEMENT

It is gratifying to express my indebtedness to some individuals who rendered me notable assistance to bring my project work to a successful completion.

I also register my profound and heartfelt gratitude to my advisor Fesseha Afework (Assistant Professor) who painstakingly supervised the script by offering countless suggestions, guidelines and constructive criticisms. His pieces of advice, corrections and encouragement contributed momentarily to the success of this work.

My special gratitude goes to Mr. Abraraw Chane, the examiner during the thesis proposal stage, for his guidelines and constructive criticisms for this work.

Furthermore, I appreciate the assistance offered by staff of ethio telecom for their patience and their assistance in data collection.

Finally, I am grateful to all respondents of the questionnaires<sup>4</sup> for their time & cooperation.

## LIST OF ABBREVIATIONS

CD	:	Career Development
CP	:	Career Planning
CA	:	Career Advancement
The company	:	Refers to ethio telecom
MCIT	:	Ministry of Communication and Information Technology
ETC	:	Ethiopian Telecommunication Corporation

## LIST OF TABLES

Table 3.1	Reliability test table (SPSS results).....	22
Table 4.1:	Response Rate.....	24
Table 4.2:	Distribution of respondents by employment category.....	25
Table 4.3:	Distribution of respondents by age.....	26
Table 4.4:	Respondent's highest qualifications.....	28
Table 4.5:	Response on career planning practices .....	29
Table 4.6:	Career Advancement.....	30
Table 4.7:	Chances of promotion scores .....	31
Table 4.8:	Distribution of respondents by change in nature of job after the reform.....	33
Table 4.9:	Chances of securing a job change in another division or department.....	34
Table 4.10:	Level of motivation among respondents (main sample).....	35
Table 4.11:	Results regarding hindrances to career advancement .....	37
Table 4.12:	Responses on strategies identified .....	39
Table 4.13:	Cronbach's alpha for measures of the variables .....	43
Table 4.14:	Descriptive Statistics.....	43
Table 4.15:	Interpretation of r value .....	44
Table 4.16:	Results of correlation analysis between independent and dependent variable...	45
Table 4.17:	Correlations between motivation and chances of promotion .....	47
Table 4.18:	T-test: Differences in staff motivation based on employment category .....	48
Table 4.19:	Mean value of staff motivation of management and non-management.....	48
Table 4.20:	Summary of the Model.....	49
Table 4.21:	ANOVA significance of the regression model for staff motivation.....	49
Table 4.22:	Coefficients.....	50

## LIST OF FIGURES

Figure 2.1:	Conceptual frameworks .....	17
Figure 4.1:	Distribution of respondent's by Domain (job field) Category.....	25
Figure 4.2:	Distribution of respondents by age.....	26
Figure 4.3:	Respondent's duration of current position.....	27
Figure 4.4:	Respondent's length of service .....	27
Figure 4.5:	Scatter plot of dependent and independent variables.....	46

## ABSTRACT

*Lack of career development after extensive experience & training in organizations is an area of great interest and concern. Lack of career development affects motivation and performance. However, how career development influences motivation is not well researched. The objective of this study is to assess the presence of career development practice, identify constraints to career development, and discover the effect of career development on staff motivation. The study adopted a descriptive and explanatory research design since the study intended to gather quantitative and qualitative data that describes the effect of career development on employee motivation in ethio telecom. The target population is the employees of ethio telecom working at Addis Ababa; this included both management and non-management. The study collected both primary and secondary data. Primary data has been gathered using semi-structured questionnaires where the respondents were issued with the questionnaires. The study carried out a pilot study to pretest and validates the questionnaire. Descriptive and explanatory analysis was used. Descriptive statistics was used to summarize the data. This included percentages and frequencies. Tables and other graphical presentations were appropriately used to present the data that were collected for ease of understanding and analysis. The study revealed that among other things, low chances of promotion & a marked lack of opportunities regarding career paths was revealed. The study revealed that there is lack of recognition for skills and accomplishments, staff at levels do not benefit from career advancement. It was revealed, through the study, that the inflexible organizational structure, poor policies on promotion, and favoritism were responsible for lack of career advancement after the reform. The study identified setting clear and transparent policies on promotion and free and fair competition for promotion as a few of the strategies that could minimize constraints to career advancement. The study has recommended among other things, ethio telecom should avoid stagnation at some levels; and facilitate steady career progression by widening promotion opportunities and creating new openings for competent staff. Options include restructuring the organization, job enlargement or developing alternative career paths and making retirement much more attractive.*

**Key words:** *Career Development, Motivation.*

## CHAPTER ONE

### INTRODUCTION OF THE STUDY

#### **1.1. Background to the study**

Career development and staff motivation are key strategic considerations for all organizations regardless of their size, sector, market or profile.

The development of the capacity and capability of the organization's managers have a fundamental impact on efficiency, effectiveness, morale and profitability of an organization. High performing organizations increasingly pay close attention to the validity of their recruitment practices and are becoming equally attentive about developing their employees in order to ensure their achievement of optimum performance both in the present and the future. This ensures that employees become highly skilled in their work, and are also able to maintain their capacities as effective employees with the requisite knowledge that will enable them to be retained by employers (Frazee, 1997).

Stones and Freeman (1992) list special training for career development and motivation undertaken by supervisors as: Career Planning and Development for Personnel. A career refers to all of the jobs that people hold during their working lives. Career planning is the process by which employees plan their career goals and paths. Career development refers to all of the technical and managerial skills employees acquire to achieve their career plans. Career advancement, which gives a picture of future opportunities in terms of promotion, is a motivating factor for performance and development of skills.

Motivation contributes greatly to productivity in organizations. This is a point highlighted by Armstrong (2001) who asserts that issues regarding motivation should be closely monitored in organizations because they affect the sustenance of high levels of performance through people; from whom management expects results that are in accordance with organizational goals and objectives.

Performance involves employees' application of their abilities and efforts; that is why employee motivation is so vital to overall performance of any organization. This study is focusing on career development in general and career advancement in particular. It is assumed that after extensive experience & training these employees should be promoted so that they advance their careers. This would also motivate them. However, this seems not to be the case. There is limited career advancement following the organization reform of ethio telecom; this is likely to seriously affect the motivation of employees to perform their duties.



## **1.2. Statement of the Problem**

Many employees have been assigned and trained following the organization reform of ethio telecom since 2010 but they are remained stagnant with little evidence of career development. There is a level from which employees (whether staff or management) find it difficult to move upwards or get promoted yet the company needs employees who perform their duties well. Limited career development is a problem. However, how limited career development affects the motivation of employees remains not well understood in ethio telecom. In addition the hindrances to career development are not known and the solutions to these hindrances are not known either. If this problem continues and motivation gets seriously affected, the performance of the employees is likely to decline and this could seriously affect the achievement of the goals and objectives of ethio telecom.

Therefore, the focus of this study is to assess the level of career development practices following the organization reform after long experience & training, the hindrances to career development and the effect of this on employee motivation. And also to recommend the possible strategies that will minimize hindrances of career development and maximize the motivation of employees in the company so as to enhance the performance of the employees that will contribute to the achievement of the broad organizational goals and objectives of ethio telecom. The findings of the study would enable policy makers to seriously address the limited career development after extensive experience & training in ethio telecom. In addition this study derives its significant from its potential contribution at two primary levels: theoretical and practical at the theoretical level, the present study is expected to bridge a gap in the literature for empirical research focusing on career development to contribute to employee's motivation in ethio telecom. For the practical contributions, this study is expected to provide new solutions and evidence on the usefulness of segmentation techniques for human resource management.

### **1.3. Company profile**

Ethio telecom is an integrated government owned telecommunications solutions provider operating in Ethiopia launched on December, 2010 by the reforming the former Ethiopian Telecommunication Corporation. The company currently provides telecom service in the entire country on voice, internet & data, channels, with comprehensive plans in place to meet the requirements set out by the Ministry of Communications & Information Technology (MCIT) and peoples of Ethiopia.

Ethio telecom is fully owned by the state government, but management was outsourced to France telecom known as Orange Company for two and half years. The government was outsourced the old company ETC because of unable to meet the demands of the fast growing country. The contract was aimed at uplifting the service of ethio telecom to international standards and to facilitate technology transfer for domestic professionals.

The Ethiopian government has decided to transform the telecommunication infrastructure and services to world class standard, considering them as a key lever in the development of Ethiopia. Thus, ethio telecom is born from this ambition in order to bring about a paradigm shift in the development of the telecom sector to support the steady growth of our country. The company's vision, mission and values are mentioned here under:

#### **Vision:**

- To be a world-class provider of telecom services.

#### **Mission:**

- Connect Ethiopia through state-of-the-art telecom services.
- Provide high quality, innovative and affordable telecom products and services that enhance the development of our nation.
- Build reputable brand known for its customers' consideration.
- Build its managerial capability and manpower' talent that enables ethio telecom to operate at international level.
- Support community and environmental development.

## **Values:**

### **Lead with vision**

- Be committed to understand, meet and exceed the telecom needs and expectations of the country at large and of customers in particular.

### **Respect**

- Respect customers and recognize that the revenue generated allow ethio telecom to operate.
- Recognize employees of ethio telecom as most valuable assets and create conducive working environment that allows them to develop and grow.

### **Excellence**

- Be committed to high-level performances, customer service quality, organizational excellence and continuous improvement of Quality of Services.

### **Integrity**

- Be ethical and honest in all assignments

Currently the company is led by natives and implementing a flat organizational structure. In a flat organizational structure, there is very little room for employees to move up through the business. The flat structure also makes it harder for ambitious employees to find satisfaction. Some employees enjoy working hard toward a promotion, and there is no much opportunity for this in a flat structure.

#### **1.4. Research Questions**

The research questions which served as a guide to the study are:

- i. What is the level of career development practice in ethio telecom?
- ii. What are the constraints to career development?
- iii. What is the level of staff motivation with regard to career development practice?

#### **1.5. Objectives of the study**

The general objective of this study is to examine the effect of career development on staff motivation in ethio telecom. The specific objectives of the study are as follows:

- a. To assess the level of career development practice in ethio telecom.
- b. To investigate constraints to career development.
- c. To assess the level of staff motivation with regard to career development practice.

#### **1.6. Significance of the Study**

This study will create knowledge about career development and its hindrances and how the hindrances can be overcome and its effect on motivation. The first beneficiary would be ethio telecom. It is hoped that the findings of the study would enable policy makers to seriously address the limited career advancement after extensive experience & training.

Other organization which may have similar problems would learn from ethio telecom experience and they would give more attention to their career development and career advancement policies.

Managers in ethio telecom interested in manpower planning and career development would use the findings of this study to evaluate possible/likely strategies that could adequately address the limited career development in the company.

## **1.7. Delimitations (Scope of the study)**

All of the employees (management as well as non-management) can be a part of this project except whose service year is less than a year. The scope of the study may focus on specific variables such as career planning, career advancement, and motivation described in the proposal.

### ***1.7.1. Geographical scope***

The study is delimited in ethio telecom at Addis Ababa. Ethio telecom is selected because it is a company which provides telecom service to the country and it is where the researcher works. Most importantly, there is a large pool of employees who have been assigned following the organization reform since 2010. In addition, the researcher believed that ethio telecom as a pacesetter might provide a rich source of information that will provide without fear.

### ***1.7.2. Content scope***

The study covers career development as independent variable & staff motivation as dependent variable. Considering the facts there are so many factors for employees' career development, the researcher delimited to career planning & career advancement. In addition it is obvious that there are many variables that will have impact on staffs' motivation the researcher delimited to career planning & career advancement.

### ***1.7.3. Time/Period scope***

This study covers the period from December 2010 to December 2015. These are 5 financial years, nearly the length of strategic plans for most organizations. A period of 5 years is also good for testing a policy.

## **1.8. Limitations to the study**

The research was conducted in a single organization and specific geographical location (Addis Ababa) only. Therefore it may not give a clear perspective concerning the entire organization and different environment in different organization and this imposes limits as far as generalization is concerned. Other limitations were time constraints, due to number of public holidays during survey period, not all respondents were able to submit completed questionnaires.

## **1.9. Definition of Concepts**

### ***1.9.1. Career***

As cited in Adeniji and Osibanjo (2012), the term “career” connotes different meaning to different people; Wilensky (1961) defines it in structural terms in relation to paid jobs as “a succession of related jobs arranged in a hierarchy of prestige, through which persons move in an ordered, (more or less predictable) sequence.” Wilensky (1961) sees career as a design, tailored for individuals to undertake and the end can be predicted. However, Leach and Chakiris (1988) see career in a more deeper perspective, they argue that career is by-product of job and job is activity individuals get into in order to get paid, and job does not lead individuals to anywhere; while career is seen as a continuous and progressive behavior display by individuals moving through a journey (path/ladder) that leads to predicted/known ultimate end. The above definitions would be adopted for this study, therefore, we would like to define career as a series of work-related positions an individual occupies throughout his/her work life.

### ***1.9.2. Career Development***

Career development is the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future (Armstrong, 2009: 262). It is a very broad term and this study will limit itself to the definition of career development as the process through which an individual’s moves and experiences through the organization are seen to be rising to higher levels or otherwise, and how he/she interprets those experiences. Career development would then meet the needs of both the individual and the organization.

### ***1.9.3. Career Planning***

Career planning is a process designed to help employees move to jobs that are more congruent with their personal goals. Employees receive feedback about how the organization views their skills and where they fit into the organization (Mondy & Noe, 1996, p. 300).

### ***1.9.4. Career Advancement***

For purposes of this study career advancement will be taken to imply progression through the ranks of the organizational hierarchy.

### **1.9.5. Motivation**

Motivation is the driving force that makes people willingly want to put in their best in what they do. Many contemporary authors have defined the concept of motivation. Baron (1983) describes motivation as, “an accumulation of different processes which influence and direct our behavior to achieve some specific goal”.

Pinder (2008) referred that, “Work motivation is a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work related behavior, and to determine its form, direction, intensity and duration.” According to L. Deckers (2010), Motivation is a person’s internal disposition to be concerned with and approach positive incentives and avoid negative incentives. To further this, an incentive is the anticipated reward or aversive event available in the environment.

In this study, motivation will mean the process through which employees are given the impetus to maintain high performance levels through among others rewards, supervision, incentives and work situations and as noted by Armstrong (2001) motivation can be best described as goal directed behavior.

### **1.10. Organization of the study**

The study organized in to five chapters. Accordingly the first chapter deals with the in introduction of the study; the second chapter discusses related review of literature of the study; the third chapter is about the methodology of the study; the fourth chapter focuses on data presentation and analysis and the final chapter is the discussion, conclusion and recommendation part of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

The chapter reviews the related literature available on the problem under study according to selected themes that are related to the study. It ends with a conclusion that highlights the research gap. The focus is on career development in general, learning as a lifelong process, career advancement, the relationship between employees' motivation and career advancement, hindrances to career advancement after extensive experience & training.

#### **2.2. Career Development**

The concept was first advanced by Frank Parson in 1909s and later Ginsberg et al, (1951), this concept have transformed from the view of career development as a development process by which individuals make occupational choices up to their early adulthood, to being viewed as a lifelong process of occupational decision making process that occurs at different sub-stages of one's life (Patton & McMahon, 2006).The term career development had increasingly came at the end of twentieth century, to describe the psychological, sociological, educational, physical, economic and change factors that combine to shape individual career behavior over the life span(Patton & McMahon 2006) According to Blau (1998) It is the evolution or development of a career informed by experience within a specific field of interest, success at each development and educational attainment. Career development includes learning, developing and mentoring employees to ensure that they navigate their career path within an organization, which enhance productivity for an organization.

Field & Thomas (1992) defines Career development as a series of activities or the ongoing process of developing one's career. It is a process that entails training new skills, moving to higher job responsibilities; make a career change with the same organization, or starting one's own business. Career development is an effective way to foster future leaders within organization with relevant skills and experience that will be required to implement organization strategies.

The concept of career development has evolved over time, with various authorities advancing varied theories on how individuals shape their careers. They also maintain that career development is a lifelong process of managing work leisure, and transition in order to move towards a personally determined and evolving preferred future. Positive career development program helps organization



attract and retain the best people by recognizing and responding to the needs of individual employees, they will get the best of them. Effective career development program helps develop the economy and also benefits individuals, employers and society at large. Recognizing that everyone potentially has a career and that as a consequence, everyone has career development needs, means that attention must be paid to how career development is best supported (Field & Thomas, 1992).

In today's competitive market, successful businesses regardless of size need employees who have the necessary knowledge and skills to make an effective contribution as drivers towards achieving a competitive edge. Therefore, vision of a competent, confident, loyal and valued workforce delivering high quality, person-centered services is rightly ambitious. Armstrong (2001) agrees and points out, that today's dynamic environment requires continuous professional and managerial development.

Stakeholders should put in place, if not already available, a range of structures and processes to support the development of the workforce we need now and for the future. Pareek and Rao (1992) concur and argue that training and development of employees should be seen as an investment, not a cost; and that bad performance, ignorance and low commitment to duty are very costly barriers in business. It is pointed out that the key to high levels of performance lies in having employees who are willing to work, are well managed, well led, well-motivated and are always re-skilling. Career development covers an employee's working life. It starts with, for example staff orientation, on-job training, experience, short courses, professional courses, post graduate degrees or diplomas.

### ***2.2.1. Career Planning***

Leibowitz (1986) claims that career planning is a continuous process of self-assessment and goal setting designed by employee and employer in order to work in line with organizational objective. Career planning involves both employee and employer connecting together to identify goals, and also develop strategies required to fulfill identified goal.

Leibowitz (1986) maintains that employees should identify their abilities through programs such as coaching, mentoring and counseling, so that management will decide on the what training needs that should be developed, and also determine the task that should be assigned to them. The process help an organization to gain competitive advantage and also ensures skills and abilities are matched with task, thus productivity is enhanced. Organizations that wish to effectively structure it positions with regards define roles and responsibilities, must undertake the process of career planning to ensure effectiveness in output, and also enhance productivity.

### ***2.2.2. Career Advancement***

Career advancement normally entails a clearly marked path of progression through the ranks of an organization. It is based on merit without regard for race, gender, age or ethnicity. Deserving cases become eligible for advancement. When employees get to know that each one of them has an equal chance of making it to the top, it becomes easy for them to put in their best. Graham and Bennet (1995) agree and note that the prospect of career advancement might in itself motivate employees to work hard. Baguma and Rwabwera (n.d.) also confirm that employees aspire to progress steadily in organizations for which they work.

Under normal circumstances, career advancement would involve the existence of alternative career paths based on the individual employee's and organizational needs. As Capelli and Hamori (2005) point out lack of advancement, for any reason, damages a manager's chances of making it to the top. Their study involving 100 executives brought out an interesting fact – that the longer one stays in a job the less likely his/her chances of advancement.

## **2.3. Hindrances to career development**

### ***2.3.1. Organization Structure***

The organizational structure as noted by Tharenous et al (1994) may indeed play a part in one's job situation as far as training and career advancement are concerned. It is argued further that an organization whose hierarchy is dominated by men may impact negatively for career advancement for women managers.

In addition, a rigid structure which provides very few job openings impacts negatively on career advancement after extensive experience & training. Beardwell, Holden and Claydon (2004) observe and rightly so that effective management development should give due consideration to career paths and opportunities for promotion and progression. Today, due to rapid changes in organizations, (as organizations are delayered) there is a great deal of uncertainty and no clearly defined progression paths; promotion is no longer "automatic" as was the case in the structures and cultures of traditional organizations. This scenario is very real as BBC workers found out in the 1990s due to organizational changes and "corporate-belt is tightening" in the 1980's (Hilton 1991). The issue is explored by Torrington & Hall (1995) who attribute the decreasing opportunities for upward promotion which

appeals to most employees, to organizational delayering; they go further and point out that in the longer term, constant change and reshaping in organizations turn career planning into an exercise in ‘fortune telling’ (futility).

### ***2.3.2. Individual Factors***

Torrington and Hall (1995), note that the responsibility for managing a career is with the individual, although the organization may play a key role in facilitating and supporting this. Indeed an employee who pursues training that is inconsistent with the organization’s set goals and objectives would not advance his/her career. This point is also advanced by Mullins (2005) who argues that for self-development to be supported by management, it has to be relevant to organizational needs and goals. Graham and Bennett (1995) concur and in their discussion of jobs and careers argue that employees should set and aim at specific targets, identify career priorities and consistently monitor their achievements and failures.

### ***2.3.3. Political factors***

Organizational politics may prove to be a hindrance to career advancement after the reform in whatever forms it takes (from nepotism, ethnicity, and ‘corruption’ to favoritism). Nzuve (2007) states in some institutions, managers create ‘coalitions’ to assist, block, protect or hinder some employees. On the other hand, some organizations for example may have to be conceptualized in the larger context of national politics. Indeed The Evergreen Business Group (2006) in their discussion on accelerating career success, acknowledge that organization politics can be a real problem that can stretch from victimization, disregard for ethics, talent and manipulation by supervisors. Robbins (2010) points out that, systems that can be manipulated by managers in order to reward and recognize ‘favorite’ employees demoralize the rest of the staff. Cranfield University’s School of Management (2006) agree and send a stark warning that organization politics, which concerns motives, power, positions and competition, if not used constructively, can impact negatively on various aspects of the workplace.

### **2.3.4. Social Factors**

Taking a break from employment to raise young children halts one's career advancement. Branching out in a new field for a more flexible job in which to raise children also puts a stop to one's aspirations in an organization which had provided stable employment; this interruption of one's career path way is highlighted by Torrington & Hall (1998). Even issues regarding accommodation of husband/partner's career may come into play here. In addition, feelings of inferiority among women and racial minorities, or 'social class identity' as Torrington & Hall (1998) describe it, may limit career choices or even advancement in as much as promotional interviews is concerned.

### **2.4. Motivation Theory**

Herzberg's Motivation-Hygiene theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors causes dissatisfaction. His findings have a practical influence on attitudes toward administration. According to Herzberg, individuals are not content with the satisfaction of lower order needs at work, for example those needs associated with minimum salary levels and unpleasant working conditions. Rather individuals look for higher level needs having to do with achievement, recognition, responsibility, and advancement. This appears to be parallel with Maslow's theory of need hierarchy. However, Herzberg added a new dimension to this study by proposing a two factor model of motivation, based on the notion that the presence of one set of job characteristics leads to dissatisfaction at work. The theory suggests that to improve job attitudes and productivity, administrators must recognize that increased satisfaction leads to job satisfaction and subsequent retention of employees. Dissatisfaction can also stem from unfavorable assessment of job related factors as company policies, supervision, technical problem, interpersonal relations, lack of career opportunities and work conditions. These factors do not only lead to dissatisfaction, but also serve a reason for employees to leave.

Studying motivation, as noted by Armstrong, (2009:252) is an integral part of human resource management. They point out that motivation focuses on reasons that explain the way people behave. As Price, (2009: 14) points out, all managers should address themselves to issues of employee motivation. He concludes that the life span of organizations depends very much on their ability to achieve personal and organizational goals. Saari and Judge, (2004) confirm the issue of needs or motives. These scholars contend that our behavior as human beings is 'goal-seeking'. Armstrong, (2009:252) agrees that indeed motivation is goal directed behavior. Robbins et al, (2009) also concur and argue that motives direct the way employees behave at the work place. This point is also

highlighted by Price; (2009: 439) who confirms that motivation energizes, directs and sustains behaviour. Motivation is a great contributor to the extent of employee commitment. They also argue that motivation cannot be in isolation it must go hand in hand with, among other things, learning and ability.

According to Robbins, et al. (2010: 396) future leaders ought to be selected on the basis of their ability to stimulate organizational motivation. It is, therefore, very important, for organizations to take the issue of motivation seriously in administration of reward systems because job satisfaction or lack of it affects productivity and the achievement of organizational goals. Saari and Judge, (2004) note that, the force that is behind motivation drives employees to act and put in willingly their best performance towards the achievement of expected results. Managers therefore need to understand the needs and aspirations of their employees. Reward systems can motivate or demotivate employees. They argue that managers must know what motivates employees so as to bring about improvement in job performance and goes further to argue that where employees goals are not met (and organizational goals are not in conformity with personal goals of employees), employees may not identify themselves with organization goals. As a consequence, organizational goals may be put in jeopardy. Employees to perform cannot be overemphasized. Saari and Judge, (2004) point out that rewards are vital for staff acquisition and retention. Promotion is necessary for job satisfaction and that it stands for increased incentives in recognition of the employee's performance and contribution.

Career advancement and reward systems are sources of motivation at the work place. I therefore deduce that there may be a negative impact on motivation, morale, job satisfaction and performance in instances where employee's expectations for advancement are not met. Employees, especially young people, get apathetic when they feel there is little chance of personal growth in their career.

## **2.5. Relationship between career development and motivation**

Lynton and Pareck (1990) emphasize that employers should always encourage staff to re-skill as a means of benefiting the organization. These scholars equate any reduction regarding learning and development to commercial suicide and they contend that organizations that actively encourage learning become more competitive (and profitable) to cope with today's increasingly demanding and selective customers.

The opportunity for advancement, as any employee or manager knows, is a great way to motivate employees. Firms do not simply hand out promotions to any employees doing good, or even

outstanding, work, however: they are constrained by their organizational structure, the makeup of their existing employees, and company policies limiting the number or timing of promotions.

—A firm’s organizational chart is going to impact workers’ career paths through the personnel policies it enables the firm to put in place,” says Jin Li, an assistant professor of strategy at the Kellogg School. And while the chance of promotion is a boon for employees and an incentive to keep them loyal to an employer, he says, a lack of opportunity will drive talented workers elsewhere.

How can companies keep employees motivated even when there are not plentiful promotions to hand out? Li teamed up with Michael Powell, also an assistant professor of strategy at the Kellogg School, and Rongzhu Ke, at the Chinese University of Hong Kong, and built a mathematical model to investigate how companies can best use promotion policies, given their organizational constraints.

The model was based on previous research that emphasized that workers may be motivated by the fear of losing high-paying jobs. But the researchers observed that firms’ personnel policies are richer than their wage policies alone. So, they asked, how can firms work around their promotion constraints by manipulating salaries or other perks, like stock options, to keep workers motivated if opportunities for promotions are scarce?

Promotions are the most motivating when the next step upward is never too far out of reach. How can flat organizations—with very few opportunities for promotions between a team’s entry-level and top jobs—keep employees engaged and working hard? Li and Powell’s (2015) model has a few implications for such companies. The first is that growth can provide new opportunities—think of early employees at a start-up, who start out in junior roles and are soon running their own teams. —Firms that are expanding are going to find it easier to use career-based incentives,” Powell says. —When the firm’s growth starts to level off, you have to adjust expectations, because you have significantly less flexibility.”

Firms that are not growing may have to compensate for the lack of advancement opportunities in other ways. —In order to motivate workers, you might want to give stock options or award bonuses more,” Li says. Checks and balances within a flat organization, and long-term incentives like stock options, can help ensure that employees are making choices to benefit the company in the long run—and not simply creating a short-term improvement to earn a bonus.

It is also important for every company to remember that promotions do not happen in isolation: they are tied in with a firm's policies, salaries, and org chart. Additionally, it is important to keep opportunities for individual workers in mind when making offers and structuring teams.

“If you're going to promise people that if they work for you for three years they're going to get promoted, you need to make sure that you need people at higher-level positions three years from now,” Powell says. “When you're managing your workforce, you need to manage the careers of the workers themselves.”

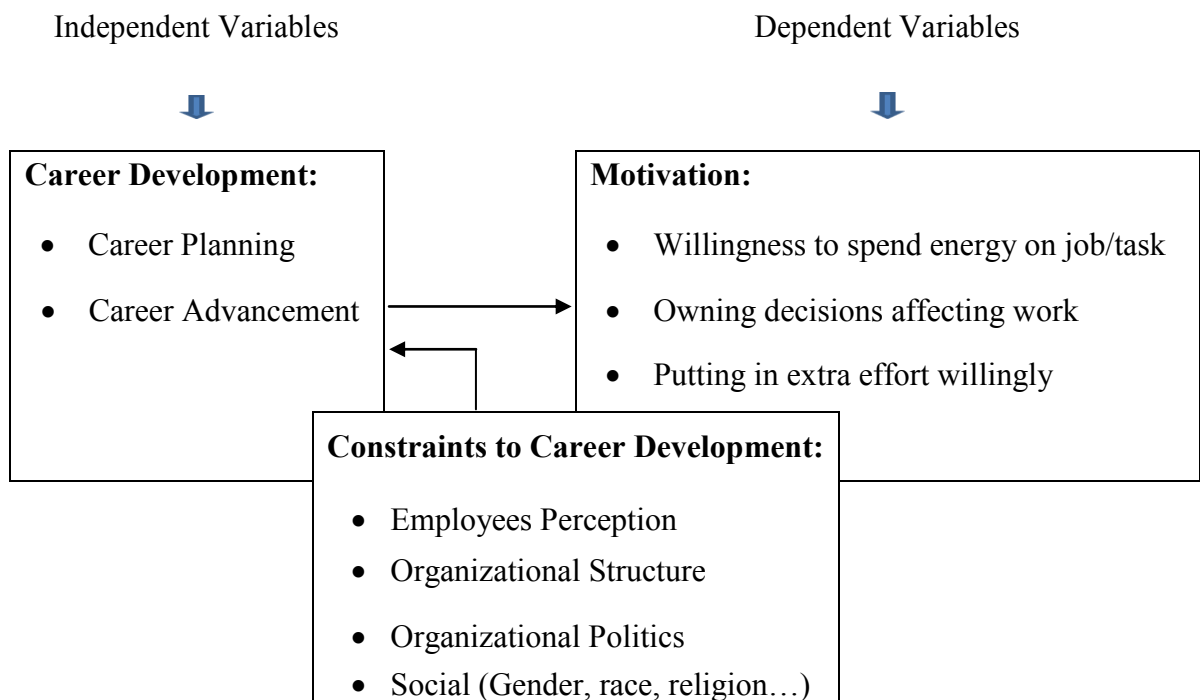
## **2.6. Summary**

From the literature reviewed, career development is suggested to lead to motivation. The study will be expected to support this assertion. Most of the research has been done abroad. Not much has been done in Ethiopia. Furthermore, the literature has failed to identify hindrances to career development. It also fails to establish the relationship between career development and motivation in Ethiopia setting. This study intends to fill the existing research gap by conducting a study to determine the effect of career development on employee motivation in ethio telecom.

## 2.7. Conceptual Framework

Career development is supposed to lead to motivation. In some instances, Career development does not lead to staff motivation due to hindrances which can be political, individual, organizational, social to mention but a few.

In ethio telecom career development seems not to always lead to career advancement, promotion, higher salary, & higher allowances and this is the focus of the study. Improved performance should result into career advancement in the form of for example, promotion, higher salaries and higher allowances. However, there are hindrances to career development, which may be due to individual limitations, organizational weaknesses or political pressure and influence. On the other hand, career development should motivate employees and induces them to willingly spend energy on the job or task, to own decisions affecting their work and to willingly put in extra time and effort on the job.



**Figure 2.1 The Conceptual frameworks for the study**

**Source:** The questions used to assess the above mentioned variables are adopted from [www.news.mak.ac.ug/documents/Makfiles/theses/Mwanje\\_Sarah.pdf](http://www.news.mak.ac.ug/documents/Makfiles/theses/Mwanje_Sarah.pdf)



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### **3.1. Introduction**

This chapter presents the elements of methodology that has been applied in the study. The chapter covers research design, population of the study, sample size, sampling procedure, data collection methods and instruments, procedure for data collection and data analysis.

#### **3.2. Research Design**

The study adopted a descriptive and explanatory research design since the study intended to gather quantitative and qualitative data that describes the effect of career development on employee motivation in ethio telecom. The study considered this design appropriate since it would facilitate gathering of reliable and accurate data that clearly describes and explain the effect of career development on employee motivation in ethio telecom. The target population is the employees of ethio telecom at Addis Ababa. This included both the management and non-management staff.

#### **3.3. Population of the study**

The company under the study is organized based on four different job fields comprised of Network, Commercial, Information system & Support. As a result the population belongs to these fields tends to have heterogeneous behavior. Hence; taking in to account the nature of the study & the structure of the company, the researcher implemented a stratified random sampling technique to have a more representative sample. In other word each field was considered as a stratum & the sample determines proportional for the management & non-management employee categories in each of the stratum. If the population from which a sample is drawn does not constitute homogeneous group, then stratified sample technique is applied so as to obtain a representative sample (R. Kothari, 2004). After the proportion for each stratum is determined, the questionnaire has been distributed for each respondent using a simple random sampling technique.

#### **3.4. Sample Size**

Based on the company's head count report as of December 31, 2015 it has 12, 560 permanent employees and among these 4,758 employees were assigned and are working at Addis Ababa since December 2010. Therefore, because of the geographical constraints, the study is concentrated at

Addis Ababa and out of which 800 employees service year is under a year they are excluded for this study. As a result 3,958 employees are taken as a total population for this study. To determine the sample size, formula of Glenn D. Israel from University of Florida is used. First the author developed a formula for a large population:

$$n_0 = \frac{Z^2 pq}{e^2}$$

### Equation 1

This is valid where:  $n_0$  = the sample size

$Z^2$  = Abscissa of the normal curve that cuts off an area  $\alpha$  at the tails ( $1 - \alpha$  equals the desired confidence level, e.g., 95%)

$e$  = Desired level of precision.

$P$  = Estimated proportion of an attribute that is present in the population, and  $q$  is  $1-p$ .

The value for  $Z$  is found in statistical tables which contain the area under the normal curve. Then the size determined for large population will be used to determine sample size for a finite population.

Therefore, the following formula is derived from equation 1:

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

### Equation 2

Where  $n$  is the sample size and  $N$  is the population size.

Hence; the sample size for a given population (3,958) at  $e = \pm 5\%$ , confidence level = 95% and  $p = 0.5$  (maximum variability)

### Equation 1:

$$n_0 = \frac{Z^2 pq}{e^2} = \frac{(1.96)^2 (.5)(.5)}{(.05)^2} = 385$$

Finally, the sample size is determined using equation 2:

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}} = \frac{385}{1 + \frac{(385 - 1)}{3,958}} = 354$$

### **3.5. Sampling Procedure**

Sampling as described by Sarantakos (1997) is the process of choosing the units of the target population which are to be included in the study in such a way that the sample of selected elements represent the population. The study adopted stratified random sampling. It respects the categories of employees.

### **3.6. Sources of Data**

Both primary and secondary source of data are used in conducting the research.

#### ***3.6.1. Primary Sources***

In getting primary data there are several approaches available to gathering data. In order to collect reliable and valid information, the researcher contacted employees of the Human resource department of ethio telecom. The method used in collecting the primary data is questionnaire.

##### ***3.6.1.1. Questionnaires***

The researcher employed self-administered questionnaires which are as Bailey (1994) noted instruments of data collection that are handed out to respondents and are to be filled by them without any assistance from the interviewer. A motivation questionnaire based on Warr, Cook and Wall (1979) used to assess the level of motivation among employees who have trained. A questionnaire on advancement by the Alaska Psychological Association (2002 – 2006) was adapted and modified so that it could be used to discover and assess the level of advancement, hindrances to advancement and recommendations to remove the hindrances. The researcher chooses this instrument to cover a large representative sample of 350 respondents. Face-to-face interviews would have taken too much time and effort to be of any use. As Cano (2000) observed, self-administered questionnaires are cheaper to use and can be distributed on a large scale. In addition, sensitive topics, like the one covered by the researcher, can only be effectively studied or examined using questionnaires. Furthermore, standardized questionnaires used in this study will eliminate interviewer bias and solicit a very high response rate as Bernard (2006) had observed.

#### ***3.6.2. Secondary Sources***

The study also used of secondary data in collecting information. The sources of the secondary data include ethio telecom's placement department & personnel management department related policies, processes & procedures documents & employees' data, the company's intranet portal.

### **3.7. Pre-testing the instruments**

A pilot study involving 10 (ten) selected respondents was carried out to test the instruments and as Bailey (1994) observed, to identify and address any inadequacies therein.

Comments from the pilot participants threw light on questions that participants would not have understood or would have misinterpreted. The researcher was able to provide more answers or options on the scales in the place of the many questions that had been included. That feedback helped to ensure that the instruments were not too long. In addition, the researcher improved on the clarity of instructions. Comments from experts were sought. Incorporation of adjustments into final version facilitated improvement in the validity and reliability of the instruments. Reliability was 0.914 Cronbach's Alpha which is high.

### **3.8. Procedure for Data Collection**

The researcher has communicated to the Human Resources Division to seek authority to access records pertaining to employees, who had been assigned Since December, 2010. The researcher explained that the information provided was purely for research purposes.

Self-administered questionnaires were given out personally by the researcher to the selected sample of ethio telecom employees. There was a scale regarding the answers provided against which a respondent could only tick one that bore close relation to the question asked in the questionnaire.

### **3.9. Validity**

According to R. Kothari, (2004), validity is the most critical criteria and indicates the degree to which an instrument measures what it is supposed to measure. Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested. As stated on the methodology, questionnaire was used to collect the primary data. Meanwhile the questionnaire was adopted from different accredited sources. Therefore, to assure validity the instrument the researcher has given a chance for professionals on the area to review the questionnaire and finally it was validated by the advisor.

### 3.10. Reliability

The test of reliability is another important test of sound measurement. A measuring instrument is reliable if it provides consistent result, (R. Kothari, 2004). Moreover reliable measuring instrument does contribute for validity. Hence, to prove reliability of the instrument, the researcher has distributed some questionnaires as a pilot test and then makes some adjustments if there any inconsistency. Finally, reliability of the questionnaire has been tested using Cronbach's alpha. Therefore, as stipulated table 3.1, the SPSS result shows that the questionnaire's reliability is 0.914 Cronbach's alpha.

**Table 3.1 Reliability test table (SPSS results)**

Case Processing Summary			
		N	%
Cases	Valid	10	100.0
	Excluded <sup>a</sup>	0	.0
	Total	10	100.0

a. Listwise deletion based on all variables in the

Reliability Statistics	
Cronbach's Alpha	N of Items
.914	22

### 3.11. Data Management and Analysis

The data is collected, checked and edited for clarity, legibility, relevance and adequacy. This involves checking for non-response and acceptance or rejection of answers, which is pre-coded by the researcher (textual responses are allocated numerical codes or values e.g. 1, 2, 3, 4, or 5 according to the scale or range). These codes had eased the process of data entry. The data that were collected from employees through questionnaire is analyzed by the help of SPSS software version 16.0. Demographic variables description, reliability, descriptive statistics, correlation analysis, multiple regression analysis were conducted to analyze the collected quantitative data. First, demographic information about the participants in this study was reported; it included the frequency distribution of all demographic variables in this study such as gender, age, service year, education, employment category, length of service in current position, etc. Second, Cronbach's alphas were calculated for

testing the reliability of the scales used in this study. Item-to-total correlations were exhibited for all scale items to find out whether any items should be deleted from further analysis. Third, descriptive statistics were calculated to get information about the means and standard deviations for each of the variables of interest. Fourth, to answer the questions, correlation analysis and regression analysis were conducted. Though the correlation analysis, the researcher tried to give answer for the research questions. Correlation analysis was interpreted through checking the direction and magnitude of each two variables in terms of the  $r$  value. Independent sample t-test was conducted to check whether there is difference between career development & staff motivation management & non-management staffs. Doing multiple regressions helped the researcher to further understand the relationship among variables.

Descriptive analysis was used; this included the use of weighted means, standard deviation, relative frequencies and percentages (Mugenda and Mugenda, 2003). The data was coded to enable the responses to be grouped into various categories. Descriptive statistics was used to summarize the data. This included percentages and frequencies. Tables and other graphical presentations were appropriately used to present the data that were collected for ease of understanding and analysis.

ANOVA and test of coefficient data analysis methods was applied to analyze the data that was obtained from open ended questions where the respondents gave their personal opinions determine the effect of career development on staff motivation in ethio telecom. In addition, inferential statistic will be used to measure the quantitative data and will be analyzed using SPSS too by considering the effect of career development on staff motivation in ethio telecom, X (Independent variables) and Y (Dependent variable). The regression equation is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where: Y = Staff Motivation,  $\beta_0$  = is the Y intercept or constant,  $\beta_1$  &  $\beta_2$  = coefficient of regression which measures how each independent variable influences the dependent variable that is staff motivation, X1 = Career Planning, X2 = Career Advancement and  $\varepsilon$  = Error term.

### **3.12. Ethical Issues**

Ethical issues in this research concerned, among other things, maintaining confidentiality about the information gathered from respondents, using secured data for academic purposes only and ensuring that the respondents' personalities will not be exploited.

## CHAPTER FOUR

### DATA ANALYSIS INTERPRETATION AND DISCUSSION

#### 4.1 Introduction

The major purpose of the study was to identify the relationship between career development and staff motivation to examine the effect that career development has on staff motivation. In order to meet the purpose of the study this chapter presents the data analysis part of the study. The analysis presentation part is depicted in ten sections. These are (4.1) Introduction, (4.2) Data sample information, (4.3) Demographic information, (4.4) Career development, (4.5) Motivation, (4.6) Hindrance to career development, (4.7) Relationship between career development and staff motivation. To present the findings, the researcher has used tables and figures. Quotations from primary data have also been used to present a richer perspective to the findings.

#### 4.2 Data Sample Information

A total of 354 questionnaires were distributed to employees to 4(four) career domain (job field) of the company. 283 questionnaires were returned, of which 9 were discarded because of missing data. Therefore, the numbers of usable questionnaire were 274 and as a result the response rate was 79.9%.

##### *4.1.1. Response Rate*

The study achieved a response rate of 79.9% with 354 respondents reached out of the 3958 targeted. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. The study therefore attained an excellent response rate as presented in Table 4.1.

**Table 4.1 Response rate**

Questionnaires	Frequency	Percent (%)
Returned	283	79.9
Unreturned	71	22.6
<b>Distributed</b>	<b>354</b>	<b>100.0</b>

*Source: Research Finding*

### 4.3 Demographic information

This section captures the responses by employment category, domain (job field), age, sex, years of service in current position, length of service, and higher qualification presented and analyzed in figures and tables.

#### 4.3.1 Response by employment category

The distribution of positions reported by the respondents is shown in Table 4.2.

**Table 4.2 Distribution of respondents by employment category**

	Employee Category	Frequency	Percent
Valid	Management	27	9.9
	Non-Management	246	89.8
	Total	273	99.6
Missing	No Response	1	.4
Total		274	100.0

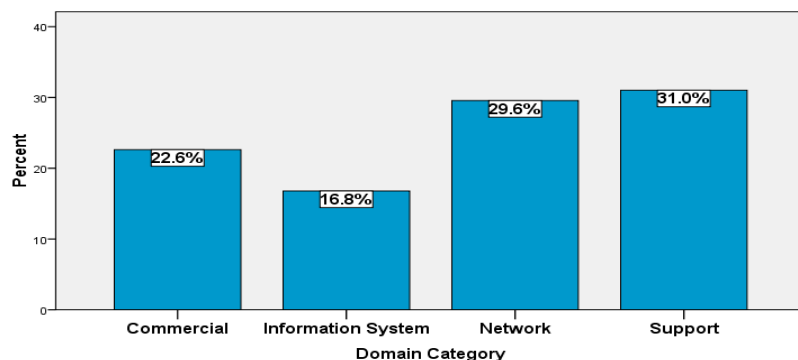
Source: Primary data

The majority of respondents were from category ‘Non-Management’ 89.8% as compared to ‘Management’ category which is equal to 9.9%. Both categories had equal chances of representation in this study.

#### 4.3.2 Response by domain (Job field)

Respondents were asked to indicate their domain. A frequency distribution was done and results appear in Figure 4.1 as shown below.

**Figure 4.1 Distribution of respondent’s by Domain (job field) Category**



Source: Primary data

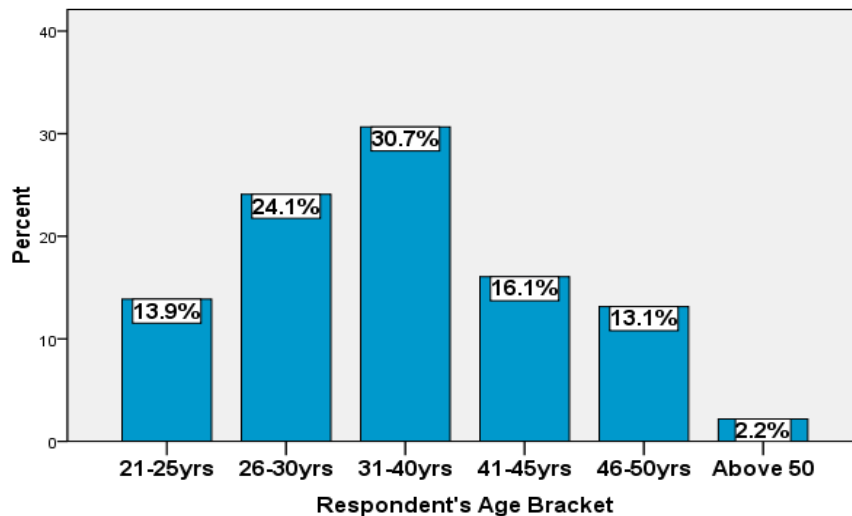


It has been ascertained from the findings of the study that the majority of respondents were from Support 31.0% as compared to those from Network 29.6%, Commercial 22.6%, and Information System 16.8%.

### 4.3.3 Response by age

The age distribution among respondents is shown in Figure 4.2.

**Figure 4.2 Distribution of respondents by age**



Source: Primary data

The findings from the table above indicate that the majority of respondents were 31-40years old 30.7%. This is in comparison to other categories, 26-30years 24.1%, 41-45years 16.1%, 21-25years 13.9%, 46-50years 13.1%, and above 50years 2.2%.

### 4.3.4 Response by sex

The study established that the distribution of sex among the sample. See Table 4.3 for the results.

**Table 4.3 Respondents' distribution according to sex or gender**

	Gender	Frequency	Percent
Valid	Female	83	30.3
	Male	191	69.7
	Total	274	100.0

Source: Primary data

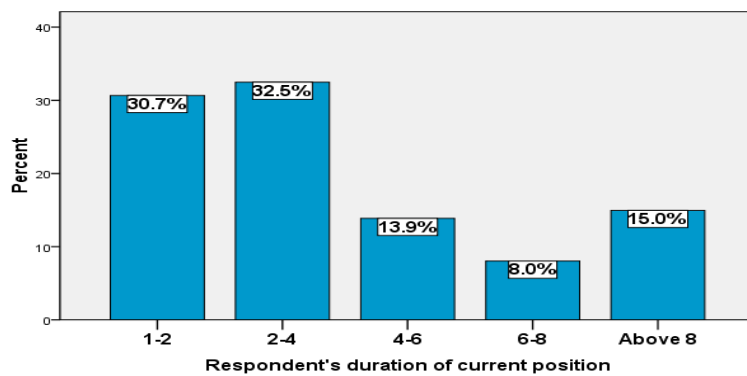
The results in the table 4.4 above indicate that more than 60% of the respondents were male. Both male and female respondents had an equal chance to be represented in the study.

#### 4.3.5 Response by years in present position held

Job tenure is a key organizational variable that influences motivation. Job tenure was thus assessed and results appear in Figure 4.3.

Respondents indicated the number of years they had spent in their current position

**Figure 4.3 Respondent’s duration of current position**



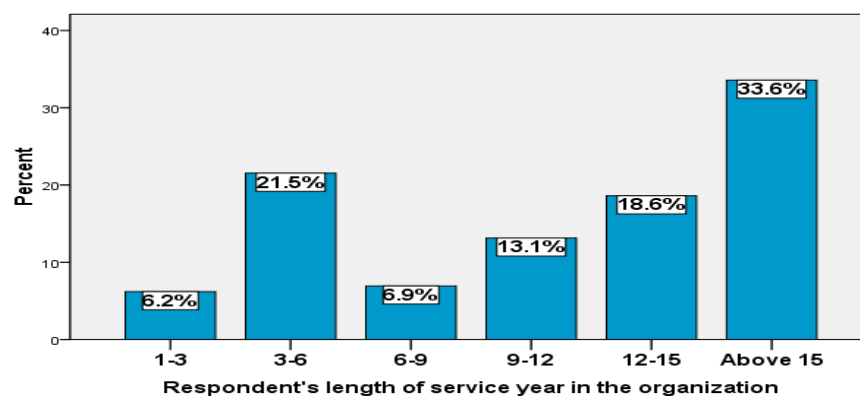
Source: Primary data

The findings illustrated by the table above show that the majority of respondents had spent less than 2 years 30.7% in their present position. All other respondents had spent 2 or more years in the present position they held.

#### 4.3.6 Response by length of service

Length of service was assessed among the respondents. See Figure 4.4 for the results

**Figure 4.4 Respondent’s length of service in ethio telecom**



Source: Primary data

It is evident, from the findings tabulated above, that respondents that had served ethio telecom for less than 3 years were a very insignificant 6.2% whereas the majority of respondents had served ethio telecom for more than 15 years 33.6%.

#### 4.3.7 Response by highest qualification

The highest qualifications in which the qualification was attained are shown in Table 4.4.

**Table 4.4 Respondent’s highest qualifications**

	Highest Qualification	Frequency	Percent
Valid	Master’s Degree	42	15.3
	First Degree	193	70.4
	Diploma	37	13.5
	Total	272	99.3
Missing	No Response	2	.7
Total		274	100.0

Source: Primary data

The result shown above has revealed that 70.4% of the respondents held First Degree. This is in comparison to respondents who were holders of a Master’s Degree 15.3%, Respondents who held Diploma 13.5%. Other qualifications recorded some insignificant level of representation.

#### 4.4 Descriptive Analysis

The objective of the research was to investigate the effect of career development on staff motivation in ethio telecom. The career development practices are grouped in to two including; career planning and career advancement. Respondents were asked to indicate the level of agreement to which career development practices influences staff motivation in ethio telecom. Responses were given on a five-point likert scale, where 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree. For analysis purpose the score of  $\leq 1.5$  will be interpreted to as strongly disagree, while a score of  $1.5 \leq 2.5$  is regarded disagree,  $2.5 \leq 3.5$  is interpreted as moderately agree, the score of  $3.5 \leq 4.5$  is regarded as agree, and the finally,  $\geq 4.5$  will be regarded as strongly agree.

#### 4.4.1 Career Planning

Career planning is an essential requirement in each and every organization in the enhancement of skills and abilities of employees for the achievement firms' goals. Respondents were asked to indicate the level of agreement to which career planning influences staff motivation in ethio telecom.

**Table 4.5 Response on career planning practices**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
I have set my career goals	2.61	1.242
There is assistance from management to help match my personal goals and opportunities available	2.60	1.320
There are fellow employees in the firm to help when called upon or volunteer to help with career challenges	2.77	1.277
There are career positions that align around a common career theme (marketing, management, software, verticals, etc.)	2.69	1.283
There is room for individual assessments of abilities, interests, career needs, and goals	2.38	1.296
There are organizational assessments of employee abilities and potential	2.60	1.212
There is clear communication of information concerning career options and opportunities with the firm	2.61	1.347

*Source: Primary data*

As indicated in Table 4.5, a majority of respondents didn't agree that the organization undertaking a comprehensive assessments of employees potential, (2.60), also there is lack of individuals forum to analyze their career paths and abilities(2.38), and clearly established goals are not set;(2.61); furthermore, employees are not willing to render help and support to one another (2.77); in addition there is lack of career positions that are aligned around a common career theme (marketing, management, software, verticals, etc) (2.69); respondents didn't accepted that information establishing career options and opportunities are clearly defined (2.61); and that there is lack of assistance from management to help match employee goals to what is available in the organization (2.60).

The analysis above shows that assessments of employee abilities, interest, need and goals was not seriously considered by the firm. The analysis also clearly proves that employees at ethio telecom didn't set their goals clearly, and also there is lack of considerable support and help from experienced employees to deal with challenging tasks. They management of ethio telecom according to the analysis ensures that career positions are not aligned around a common career theme (marketing, management, software, etc), employees do no strongly agree that information about career option is been disseminated with much clarity, and that the management of the company didn't help match employee goals and opportunities available. The analysis implies that employees are highly dissatisfied with career planning structure at ethio telecom, and is affecting their motivation not to exert their maximum extra effort in their day to day operational activities.

#### 4.4.2 Career advancement

The study focused on chances of promotion, change in nature of job and ranking of chances of securing a job change in another division or department for the main sample. Scoring chances of being promoted after training, whether or not ethio telecom recognized skills and accomplishments after the reform and whether or not staff at all levels benefited from career advancement after the reform.

**Table 4.6 Career Advancement**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
Staff trusts ethio telecom's senior management	2.57	1.051
I feel ethio telecom values him more as its employee	2.78	1.205
ethio telecom provides opportunities to grow and learn	2.84	1.281
There are very good promotional opportunities at ethio telecom after the organization reform	2.67	1.376
ethio telecom has supported my career advancement	2.38	1.083
I see my current position as a training ground to another organization	2.64	1.220
In ethio telecom there is recognition for skills and accomplishments	2.73	1.137
The nature of your job changed after new assignment	2.74	1.261
The chances of securing a job change in another division or department in ethio telecom are feasible	2.36	1.191

*Source: Primary data*

As indicated in Table 4.6, a majority of respondents didn't agree that the Staff trusts ethio telecom's senior management (2.57); also there is lack of chances of securing a job change in another division or department are feasible (2.36); and there is no very good promotional opportunities at ethio telecom (2.67); ethio telecom didn't provides sufficient opportunities to grow and learn (2.84); furthermore, employees are not feeling that the company values them more as its employee (2.78); in addition there is lack of recognition for skills and accomplishments (2.73); respondents didn't accepted that their current position is as a training ground to another organization (2.64); and also they didn't agree that their nature of job has been changed after new assignment (2.74); and finally the majority of the respondents believed that ethio telecom is not supporting their career advancement well (2.38).

#### 4.4.3 Chances of promotion (main sample)

The respondents were requested to indicate their chances of promotion after the reform using a 9 - item scale. It had a response format ranging from strongly disagree (scores as 1 to strongly agree scored as 5. A total score was computed for each respondent and the results are shown in table 4.7.

**Table 4.7 Chances of promotion scores**

	Chance of promotion	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	70	25.5	25.6	25.6
	Disagree	67	24.5	24.5	50.2
	Neutral	61	22.3	22.3	72.5
	Agree	34	12.4	12.5	85.0
	Strongly Agree	41	15.0	15.0	100.0
	Total	273	99.6	100.0	
Missing	No Response	1	.4		
Total		274	100.0		

Source: Primary data

The results shown in the table drawn above indicate that the respondents didn't get a chance of promotion for the over whelming majority of respondents 50.0% while 17.4% of respondents registered having a chance of promotion after the reform.

For the main sample, the study found out that the majority of the respondents reported low chances of promotion. Having extensive experience or long stay in specific position, therefore, was generally not

relevant to promotion. This finding supports that of Beardwell, Holden and Claydon (2004) who found that promotion is not automatic as it used to be.

Based on the above SPSS result the minority reported as high their chances of being promoted after the reform. Indeed under normal circumstances, training facilitates progress. Mullins (2005) also confirms that training may be able to boost the level of competence of trained employees and the organization; and that training provides the possibility of salary increase and promotion. It also widens opportunities for “career progression”. This is confirmed further by Mullins (2005) who points out that training is expected to ensure continuity in staff career development. Indeed, as Baguma and Rwabwera (n.d) point out, it is every employee’s aspiration to make steady progress in organizations which employ them. Beardwell, Holden and Claydon (2004) concur with this and assert that employees expect to be rewarded after the reform; promotion is one of the rewards mentioned.

However, when asked whether staff at all levels benefit from career development after the reform, the majority of the respondents felt they did not. The respondents who reported that they did were in the minority. Beardwell, Holden and Claydon (2004) stressed the importance of equality in opportunities for career advancement. The issue is expounded further by the National Strategy for the Development of the Social Service Work force in Scotland (2005) - that development of employees (which boosts confidence and competence) should focus on all posts and people within an organization. The challenge of continuous development for all staff was recognized.

The study carried out by Tharenou, Latimer and Conroy (1994) revealed that training played a very significant part in leading and enhancing career advancement for managers. The results showed that “formal off-the job courses” do positively facilitate the path from training to managerial advancement. On the other hand, the issue of staff at all levels not benefiting from career advancement after the reform was highlighted by Tharenou, Latimer and Conroy (1994). In their study focusing on Australian organizations, male managers benefited more from training than their female counterparts. Training enhanced and even led to career advancement in the managerial hierarchy.

However, as Hilton (1991) points out, changes in the nature of organizations and the corporate belt tightening of the 1980’s, promotions are no longer automatic. Torrington and Hall (1995) also pointed to the decreasing number of opportunities for upward promotion which is of great appeal to employees.

#### 4.4.4 Distribution of respondents by change in nature of job after the reform (main sample)

Change in the nature of job after the reform was assessed. See results in Table 4.8.

**Table 4.8 Distribution of respondents by change in nature of job after the reform**

The nature of job change	No. of Respondents	Percentage
Strongly Disagree	96	35.0
Disagree	46	16.8
Neutral	72	26.3
Agree	57	20.8
Strongly Agree	3	1.1
Total	274	100.0

*Source: Primary data*

The results shown in the table drawn above indicate that the nature of the job had not changed for the overwhelming majority of respondents 51.8% while 21.9% of respondents registered a change in the nature of their job after the reform.

The majority of respondents in the main sample reported that there had been no change in the nature of job after the reform. This state of affairs has been the focus of this study. Employees have trained and stagnated in their positions. This situation is contrary to what is expected in a normal environment; this fact was presented by Beardwell, Holden and Claydon (2004) when they stated that some of today's organizations have no clearly defined career paths. On the other hand, the minority stated that there had been a change in the nature of the job after the reform. This positive aspect is also highlighted by Graham and Bennett (1995) who argue that career development has a lot to do with higher status and responsibilities.

In addition, Tharenou, Latimer and Conroy (1994) point out that training is a significant factor in career advancement. Mullins (2005) also emphasizes that training employees enables them to specialize and even taken on management positions. It can also facilitate enhancement in responsibilities.



**4.4.5 Distribution of respondents by ranking of chances of securing a job change in another division or department in ethio telecom (main sample)**

Once assigned, the mobility of workers increases, related to this interviewees were asked to indicate their chances of securing another job in another department after the new assignment. See Table 4.9 for the results.

**Table 4.9 Chances of securing a job change in another division or department**

Chances	No. of respondents	Percentage
Strongly Disagree	96	35.0
Disagree	46	16.8
Neutral	72	26.3
Agree	57	20.8
Strongly Agree	3	1.1
Total	274	100.0

*Source: Primary data*

The findings tabulated above show that, when asked how they express their chances of securing a job change in another division or department, the majority of respondents 35.0% express their disagreement as compared to medium 16.8%, neutral 26.3% and high 20.8%. An insignificant level of 1.1% was recorded for option very high.

As per the result found the majority of respondents in the main sample reported low chances of securing a job change e.g. horizontal transfer in another division or department. Those in the minority ranked their chances as high, as medium and non-existent. The negative aspect of this finding is that it is contrary to what Graham and Bennett (1995) proposed that trained employees can take on higher status and responsibilities in one institution or through mobility between institutions or a combination of both.

Indeed, the majority of respondents felt that ethio telecom didn't recognized skills and accomplishments after the reform. Moreover, these results are supported by Mullins (2005) who stated that training facilitates provisions of recognition. Torrington and Hall (1987) also confirmed that financial institutions, many organizations considerably invest in training because they seem to

focus on motivational aspects of an employee’s personality. However, the minority among the respondents had stated that ethio telecom recognized skills and accomplishments after the reform.

The State of Queensland’s Disability Services (2003) confirms that training should provide direction (a map) to employees on lateral and vertical movements within the organization. However, this study does not indicate that employees have influence, control or can effectively plan the direction of their careers.

## 4.5 Motivation

### 4.5.1 Level of motivation as reported by the main sample

The level of motivation was assessed using a 6 item scale. It had a response format ranging from strongly disagree scores as 1 to strongly agree scored as 5. A total score was computed for each respondent and the results are shown in Table 4.10(a high score meant high motivation).

**Table 4.10 Level of motivation among respondents (main sample)**

Statement	Mean	Std. Deviation
I feel a sense of personal satisfaction when I do this job well	3.15	1.434
My opinion of myself goes down when I do this job badly	2.97	1.280
I take pride in doing my job as well as I can	3.01	1.393
I feel unhappy when my work is not up to my usual standard	3.15	1.336
I like to look back on the day’s work with a sense of a job well done	3.28	2.752
I try to think of ways of doing my job effectively	3.45	1.281

*Source: Primary data*

As indicated in Table 4.10, most respondents moderately agreed that they think ways of doing their job effectively (3.45); Respondents do not entirely agree with the statement that they feel a sense of personal satisfaction when they do their job well and employees feel unhappy when their work is not up to their usual standard (3.15); Respondents also do not entirely agree that employees took pride in doing their job as well as they can (3.01); A majority of respondents also moderately agree that employees are looking back on the day’s work with a sense of a job well done (3.28); most

respondents opinion goes down when they do their job badly (2.97). The analysis above indicates that majority of the respondents scored below the mean (were not highly motivated).

For the main sample a Pearson correlation was computed between chances of promotion and motivation. The results showed that there is a high significant correlation between job satisfaction and chances of promotion. These findings are supported by Graham and Bennet (1995) who pointed out that the mere prospect of career advancement can by itself be a motivating factor for employees to work hard. As Armstrong (2001) stated, motivation is “goal –directed” behavior. Kakama (1995) confirmed this too and stressed that systems of rewards can motivate employees. The State of Queensland’s Disability Services Queensland (2003) also confirmed the findings and stated that career advancement leads, to among other things, a high level of job satisfaction and that it aligns work with an individual employee’s values and motivations. It is further argued that career advancement enables organizations to have employees that are well motivated. The overwhelming majority of key informants reported that career advancement led to motivation. It is, therefore, logical to conclude as Baguma and Rwabwera (n.d) did that career advancement (promotion) is necessary for job satisfaction and motivation. It shows that an employee’s performance and contribution has been recognized. Indeed as Armstrong (2001) pointed out, expectations of goal attainment, incentives and valued rewards do motivate employees.

The minority among the respondents reported that career advancement did not lead to motivation. Kakama (1995) highlighted this and confirmed that systems of reward can motivate or indeed demotivate employees. De-motivation occurs when individual employee goals are not met or when goals of the organization differ from employees’ personal goals. Indeed, issues of promotion are related to the presence or absence of positive outcomes (gains). It was also emphasized by NetMBA (2002-2006) at <http://www.netmba.com/mgmt/ob/motivation/herzberg/> accessed 30th October, 2015 that there would be a motivation problem, if an employee is in a job in which his full potential (or abilities) cannot be utilized. This would, apparently, be a job for a less qualified person.

## 4.6 Hindrances to careers advancement after the reform

### 4.6.1 Hindrances to career advancement

Factors that hinder an employee of ethio telecom from being promoted after the reform were assessed. The results are presented in table 4.11.

**Table 4.11 Results regarding hindrances to career advancement**

Hindrance	Number	Percentage
Structure is saturated(sealed),no vacancies after the reform	34	12.4
Poor relationship with senior management and favoritism	23	8.3
Lack of clear career path and growth	84	30.6
Resistance from department with position	41	14.9
Uncoordinated transfers	17	6.2
Management is not always well informed and advised	15	5.4
Lack of adequate planning by management	27	9.8
No response	33	12.0

*Source: Primary data*

The study's findings show that for the majority of respondents 30.6%, lack of clear career path and growth. This is in comparison to 12.4% who identified the structure was saturated (sealed) and there were lack of vacancies after the reform, poor relationship with senior management and favoritism 8.3%. In addition, resistance from departments with positions 14.9%. Other hindrances identified included lack of r, uncoordinated transfers 6.2%, management not always well informed and advised 5.4%, and lack of adequate planning by management 9.8%.

The majority of respondents stated that the structure was "saturated" and there were no much vacancies or openings for staff after the reform. This is a point that was advanced by Tharenou, Latimer and Conroy (1994) when they confirmed that the organizational structure can indeed impact an employee's chances as far as career advancement are concerned.

An inflexible structure with limited openings or opportunities has a negative impact on career advancement and as Hilton (1991) pointed out, this could have been the result of "corporate-belt tightening"

Poor ethio telecom policies on promotion and retirement procedures were also reported by respondents in the main sample as a constraint to the career advancement. Under normal circumstances an eligible employee would qualify for promotion after two years; although in exceptional circumstances, enhanced promotions may be facilitated. Beardwell, Holden and Claydon (2004) argue that for the management development to be effective, focus should be directed to career paths and openings for promotion and progression.

It was also reported that poor relationships with senior management and favoritism were another constraint to career advancement after the reform. The Evergreen Business Group (2006) agrees and observes that organization politics can indeed be a real problem when supervisors manipulate and overlook ethics and talents. The Cranfield School of Business (2006) also confirmed that organization politics in regard to aspects such as motives, positions, and competition can have a negative impact at the workplace.

Lack of career path and growth was also reported as another constraint to career advancement. Beardwell, Holden and Claydon (2004) highlighted this point and mentioned that career paths, promotion and progression opportunities are an integral part of effective management development. Untimely staff appraisal, poor results and lack of proper procedure for the follow-ups were reported as constraints to career advancement. A critical concern is being exposed here. Staff appraisals are supposed to identify weaknesses and training needs, and address them. Mwenebirinda (1998) agrees and acknowledges that training directed at the weaknesses identified can enhance employee performance.

Lack of recognition for “self-made development” was advanced as a constraint; yet Armstrong (2001) argues that the dynamism in today’s environment calls for continuous development of professional and managerial abilities. This should, however, be consistent with organizational goals and objectives. As Mullins (2005) points out this involves clear identification of relevant needs and goals for management to support and encourage self-made development. Uncoordinated transfers, management not always well informed or advised, and lack of adequate planning and management were reported as constraints to career advancement after the reform.

**4.6.2 Possible strategies that can be used to remove or minimize hindrances or constraints to career advancement (main sample)**

The respondents reported how hindrances could be minimized or removed. See table 4.12 for the results:

**Table 4.12 Responses on strategies identified**

Strategies to improve career advancement after the reform	No. of respondents	Percentage
Set clear and transparent policies on promotion, training and advancement	15	5.4
Restructuring the organization and job enlargement	12	4.3
Redeployment of a person to another area	10	3.6
Appreciating one's good performance	3	1.1
Existing staff should be promoted before recruiting new ones	16	5.8
Review policy on promotion and training	25	9.1
Increase exit option thus avail vacant box	5	1.8
Relevant qualification to job existing	15	5.4
Collective decision making for mutual consensus relationship	5	1.8
Place staff in areas of their specialty	21	7.6
Development of alternative career development paths	41	14.9
Recognizing self-development, initiative, and matching org. goals for promotion	5	1.8
Designing policies to guide management	11	4.0
Free and fair competition for promotion	15	5.4
Formal career planning and guidance	13	4.4
Non-response	62	22.6

*Source: Primary data*

As can be seen from the table above, the majority of respondents 14.9% stated that there should be development of alternative career paths. This is in comparison to setting clear and transparent policies on promotion, training and advancement 5.4%. Restructuring the organization and job enlargement were identified by 4.3% of the respondents, redeployment of a person to another area 3.6% and appreciating one's good performance (1.1%). In addition, 9.1% of respondents stated that existing staff should be promoted before recruiting new ones and that the policy on promotion and training should be reviewed. Increasing exit options thus availing vacant boxes was advanced by 1.8%. On the other hand, collective decision making for mutual consensus relationship 1.8%, placing staff in areas

of their specialty 7.6%, and respondents identified recognizing self-development (1.8%), initiative and matching organizational goals for promotion as strategies to improve career advancement after the reform (1.8%). Designing policies to guide management was proposed by 4.0% of respondents, free and fair competition for promotion 5.4%, formal career planning and guidance 4.4%.

The majority of respondents in the main sample reported that strategies existed that can minimize constraints to career advancement after the reform in ethio telecom. This is supported by Mullins (2005) who confirms that there are various schemes or systems through which the process of career advancement can go forward.

However, it was stated by the minority that there were no strategies that can minimize constraints to career development after the reform. In identifying strategies, the majority of the respondents stated that promotion should not be based on “boxes” and length of service. Mullins (2005) points out that when an employee believes that promotion is based on “age” and length of service, he or she becomes de-motivated. As a result, there may be no motivation for high performance achievement.

Furthermore, respondents stated that setting clear and transparent policies on promotion, training and advancement was a strategy that can be used to minimize constraints to career advancement after the reform. Reviewing policy on promotion and training was also a strategy identified by respondents. Another suggested strategy related to this was designing policies to guide management. Improving human resource management and relations was also identified as a possible strategy. Free and fair competition for promotion was also presented as a strategy.

Restructuring the organization and job enlargement, and development alternative career development paths were presented as possible strategies. Armstrong (2001) called for putting in place dynamic structures and processes to accommodate the workforce that is continuously exposed to re-skilling for present and future needs. However, Torrington & Hall (1995) argued that the way today’s organizations are constantly exposed to change and reshaping, career planning may be turned into a futile exercise in the long term.

Mullins (2005) was unfazed by that argument and pointed out that opportunities for career growth should be widened to ensure fairness and equality in the treatment of all staff. He called for putting in place a reward system based on ability. This supports another two identified possible strategies of

appreciating one's good performance and contacting immediate supervisors for their opinion. Clearly, some respondents felt that their supervisor's opinions were disregarded by ethio telecom management in some instances.

Redeployment of an employee to another area, rotational or shift work, matching appraisal forms to the requirements of the job, matching relevant qualifications to existing job and placing staff in areas of their specialty were another set of possible strategies identified by respondents. Torrington & Hall (1987) confirmed that talents should be identified and developed to facilitate optimal levels of performance and job satisfaction. This may only be possible in the right job and the right environment. This is an area that could probably be addressed by an effective performance appraisal system.

Increasing the exit options and availing vacant boxes was also presented as a possible strategy. Voluntary retirement strategies call for very attractive options.

Collective decision making for mutual consensus relationship was also advanced as a possible strategy. Mullins (2005) confirmed this and called for styles of management that encourage participation. Management was encouraged to try to understand the employees' perception of the situation. A CIMA publication (1995) stated that employee participation in decision making and receipt of regular feedback by employees raises motivation, efficiency and awareness of organizational goals; and it was stressed that lack of participation breeds unenthusiastic and uncommitted employees. The Tanzania Institute of Bankers (2003) also stressed the importance of "genuine" and "continuous" participative management as a process that promotes employee motivation.

Other strategies included recognizing self-development ,initiative and matching organizational goals for promotion .Mullins (2005) supported this but stressed that as much as an employee may initiate own self development, he or she should clearly identify relevant needs and goals. In other words, needs should be compatible with the organization's goals and needs. That would be the only way to get management support and encouragement. Torrington and Hall (1995) also emphasized there would be no career advancement for training that is not in line with an organization's goals and objectives.



Lastly, but not least, normal formal career planning and guidance was put forward as a possible strategy. Stones and Freeman (1992) focused on employee career planning and development. Career planning being a process, employees may not effectively plan their career goals and paths without guidance. The importance of effective planning and management of human resources cannot be over emphasized. This point is supported by Graham and Bennet (1995) and they argued that career development is all about higher status and responsibilities. This as Mullins (2005) pointed out would effectively enable employees to take up the widened space if opportunities came up. He went further and stressed that employees should be enabled to fully utilize their talents and abilities and directed to perform well in the right areas. Management should encourage training in professional and technical skills. Training should focus on organizational goals no other nation's models of best practice.

Being flexible in terms of placement in other departments was also advanced as a strategy. Graham and Bennet (1995) emphasized that career development can take place throughout the organization and beyond (i.e. between organizations)

#### **4.7 Relationship between career development and staff motivation inferential analysis**

This section statistically articulates the associations and strengths therefore between the independent and dependent variables. The Pearson Correlation and Regression analyses are thus hereby conducted. Correlation sought to show the nature of relationship between dependent and independent variables and coefficient of determination showed the strength of the relationship.

##### **4.7.1 Reliability of Measures**

Cronbach's alphas were calculated to examine the reliability of each variable of the study. The three variables in the study were career planning (CP, 7 items), Career Advancement (CA, 9 items) and Staff Motivation (SM, 6 items).

Usually, reliability coefficients should be at least  $\geq .70$  and the higher the better (Finkle and Wallen 1996, p 163). Furthermore, as suggested by Churchill (1979), if scale item were to exhibit an item-to-total correlation of 0.25 or less the item should not be included in further analysis. All items used in this study have greater than 0.25 an item total correlation. Reliability coefficient for items in each variable (Cronbach's alpha) is also greater than 0.7 which showed higher reliability of the items

used in the measurement of the variables. Accordingly, Cronbach's alpha for CP is found to be 0.837, for CA, 0.799 and for SM, 0.942 as shown in Table 4.13.

**Table 4.13 Cronbach's alpha for measures of the variables**

Variables	Cronbach's Alpha
CP	.837
CA	.799
SM	.942

As it was stated in the methodology part the items used to measure the variables were adopted from previous research works. Career planning was measured by adopting 7 items from Foday (2014) and career advancement and staff motivation was measure by adopting 9 items and 6 items respectively from Sarah M.K.N. Mwanje (2010).

#### 4.7.2 Mean Values of Variables

The means for the dependent variables; Staff Motivation were calculated and presented in table 4.14. From this table it can be noted that, the means scores of all variables are above the midpoint (2.5) of the scale. The highest mean score recorded was for motivation (M=3.16) while the lowest score was recorded for career planning (M=2.61)

**Table 4.14 Descriptive Statistics**

Variables	N	Minimum	Maximum	Mean	Std. Deviation
CA	274	1.22	5.00	2.6336	.96995
CP	274	1.00	4.86	2.6100	1.08265
SM	274	1.17	10.17	3.1691	1.23663
Valid N (listwise)	274				

*Source: Primary data*

#### 4.7.3 Pearson Correlation Analysis

In order to determine the nature and strength of the relationship among variables asked by the research question, Pearson product monument correlation procedure was used. The research questions that were mentioned in chapter one were the following.

The research questions which served as a guide to the study are:

- i. What is the level of career development practice in ethio telecom?
- ii. What are the constraints to career development?
- iii. What is the level of staff motivation with regard to career development practice?

### **Objectives of the study**

The general objective of this study is to examine the effect of career development on staff motivation in ethio telecom. The specific objectives of the study are as follows:

- a. To assess the level of career development practice in ethio telecom.
- b. To investigate constraints to career development.
- c. To assess the level of staff motivation with regard to career development practice.

Correlation analysis is a useful way of exploiting relation (association) among variables. The value of the coefficient ( $r$ ) ranges from  $-1$  to  $+1$ . The value of coefficient of correlation( $r$ ) indicates both the strength and direction of the relationship. If  $r = -1$  there is perfectly negative correlation between the variables. If  $r = 0$  there is no relationship between the variables and if  $r = +1$  there is perfectly positive relationship between the variables. For values of  $r$  between  $+1$  and  $0$  or between  $0$  and  $-1$ , the different scholars have proposed different interpretations with slight difference. For this study diction rule given by Bartz (1999) was used. Bartz (1999) described the strength of association among variables as mentioned in Table 4.7.

**Table 4.15 Interpretation of  $r$  value**

Value of $r$	Description
0.80 or higher	Very high
0.6 to 0.8	Strong
0.4 to 0.6	Moderate
0.2 to 0.4	Low
0.2 or lower	Very low

*Source: Bartz (1999)*

The following table depicts the result of correlation analysis between variables.

**Table 4.16 Results of correlation analysis between independent and dependent variable**

		CP	CA	CD	SM
CP	Pearson Correlation	1	.897**	.977**	.672**
	Sig. (2-tailed)		.000	.000	.000
	N	274	274	274	274
CA	Pearson Correlation	.897**	1	.971**	.741**
	Sig. (2-tailed)	.000		.000	.000
	N	274	274	274	274
CD	Pearson Correlation	.977**	.971**	1	.723**
	Sig. (2-tailed)	.000	.000		.000
	N	274	274	274	274
SM	Pearson Correlation	.672**	.741**	.723**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	274	274	274	274

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

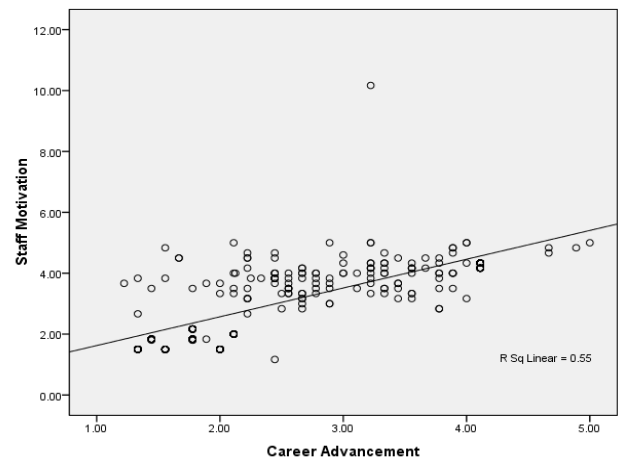
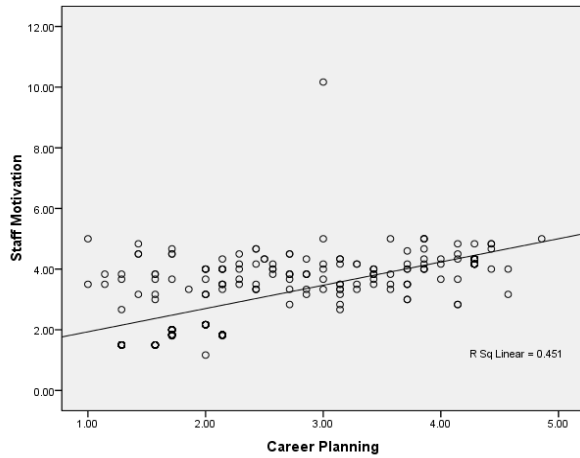
*N*=274

As it is depicted in the table, for career development and staff motivation a correlation coefficient  $r = 0.723$ ,  $p < 0.01$  was found, this shows that there is strong positive relationship between the two variables.

A correlation coefficient  $r = 0.741$ ,  $p < 0.01$  was found between staff motivation and career advancement. Hence, there is a moderate positive relationship between motivation and career planning. This fact is repeated for the relationship between motivation & career planning of the subjects. The correlation analysis for these two variables indicates that a significant positive relationship among the variables ( $r = 0.672$ ,  $p < 0.01$ ). Even though it is small, there is a difference in strength of relationship of motivation with career planning & career advancement.

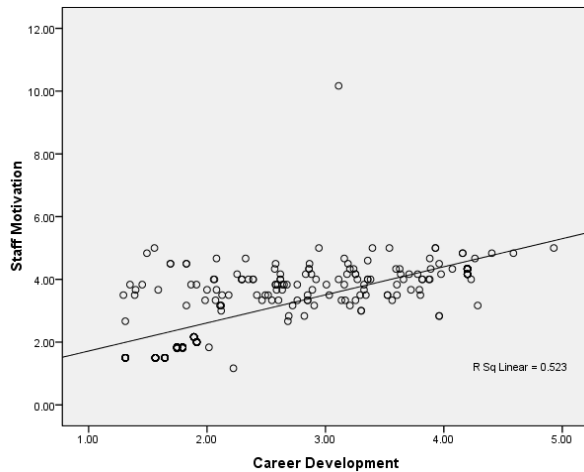
In order to picture the results obtained from correlation analysis, scatter plot which shows the trend of the relationship that motivation has with career advancement, career planning and career development of the subjects were performed as follows.

**Figure 4.5 Scatter plot of dependent and independent variables**



**Figure (a) SM with CP,  $r=0.672$**

**Figure (b) SM with CA,  $r=0.741$**



**Figure (c) SM with CD,  $r=0.723$**

#### **4.7.3.1 The relationship between chances of promotion and motivation (main sample)**

A Pearson correlation was computed between chances of promotion and motivation. This was possible because both variables had continuous data. The results of the correlation analysis are shown in Table 4.17.

**Table 4.17 Correlations between motivation and chances of promotion**

Variables		Staff Motivation	Career Advancement
Staff Motivation	Pearson		
	Correlation	1	.741**
	Sig. (2-tailed)		.000
	N	274	274
Career Advancement	Pearson		
	Correlation	.741**	1
	Sig. (2-tailed)	.000	
	N	274	274

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

Source: Primary data

According to the table above, correlation value = 0.741,  $p = 0.000$  and the total number of respondents is 274. This shows that there is a significant correlation between staff motivation and chances of promotion.

#### **4.7.4 Independent sample t-test**

Mean of staff motivation was between employee categories of the company so as to see whether there is significant difference between these groups of employees. The results of the test confirmed that there is no significance difference between each domain of employees of the company regarding staff motivation. The following table summarizes the results of the test.

**Table 4.18 T-test: Differences in staff motivation based on employment category**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
SM	Equal variances assumed	.539	.464	1.644	271	.101	.41104	.25009	-.08133	.90340
	Equal variances not assumed			1.641	31.957	.111	.41104	.25046	-.09916	.92123

Source: Own survey, 2016

**Table 4.19 Mean value of staff motivation of management and non-management**

Employment Category	N	Mean	Std. Deviation	Std. Error Mean
SM Non-Management	246	3.2061	1.23335	.07864
SM Management	27	2.7951	1.23561	.23779

Source: Own survey, 2016

#### 4.7.5 Regression analysis

Regression analysis was conducted in order to determine the explanatory power of the independent variables (CP, CA) in the variance of dependent variable (SM). The results for the regression analysis are presented as follows.

##### 4.7.5.1 Model Summary

The model summary table provides information about the regression line's ability to account for the total variation in the dependent variable. Further, the model summary for the regression model has a correlation coefficient of 0.742 when the variables of (career development practices namely: career planning and career advancement) are considered. The correlation between career development

practices and staff motivation exhibit a strong positive correlation of  $R=0.742$  which means that there exists a strong positive relationship between career development practices and staff motivation.

**Table 4.20 Summary of the Model**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742 <sup>a</sup>	.550	.547	.83272

a. Predictors: (Constant), CA, CP

Source: Research Findings

From the Table above, the results reveals that the coefficient of determination  $R^2=55.0\%$ , this shows that the model is a good predictor.

#### 4.7.5.2 Analysis of Variance

The study sought to establish the perceived relationship between career development and staff motivation. In the Analysis of variance setting, the observed variance in a particular variable is partitioned into components attributable to different sources of variation. ANOVA provides a statistical test of whether or not the means of several groups are equal, and therefore generalizes the t-test to more than two groups. Below are the findings presented in Table 4.21.

**Table 4.21 ANOVA significance of the regression model for staff motivation**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	229.571	2	114.785	165.533	.000 <sup>a</sup>
	Residual	187.919	271	.693		
	Total	417.489	273			

a. Predictors: (Constant), CA, CP

b. Dependent Variable: SM

Source: Research Findings



The study found that the overall regression model (Model 1 in table 4.8) is significant. This means that the independent variables of career development practices namely: career planning and career advancement considered together significantly explain the extent of staff motivation in ethio telecom as explained by the relationship between career development and employee retention as shown in table above where the p-value is 0.01 which is less than 5%.

#### 4.7.5.3 The Test of Coefficients

The regression coefficients represent the mean change in the response variable for one unit of change in the predictor variable while holding other predictors in the model constant. This statistical control that regression provided is important because it isolates the role of one variable from all of the others in the model.

**Table 4.22 Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.681	.146		4.669	.000
CP	.040	.105	.035	.383	.702
CA	.905	.117	.710	7.714	.000

a. Dependent Variable: SM

Source: Research Findings

$$\text{Staff Motivation} = 0.681 + .040X_1 + .905X_2$$

Using the model above, it is possible to establish the perceived relationship between career development and employee motivation in ethio telecom. Model revealed a positive relationship between the independent variables (career development practices namely: career planning and career advancement) and the dependent variable (staff motivation) holding all factors constant, an increase in one unit of the independent variables results into a corresponding increase in the dependent variables. Using the independent variables of career development practices the model is statistically significant since the p-values for each of the independent variables is less than 5% as shown in Table 4.22.

## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

The purpose of this study was to examine the presence of career development practices and factors that have hindered career advancement after the organization reform and to assess whether this has affected staff motivation. This purpose was transformed into specific objectives which were: to examine the level of career development practices, identify constraints to career advancement, to assess the level of staff motivation with regard to career development. This has been done as presented in chapter four of this study.

#### 5.2 Conclusion

##### *5.2.1 Career advancement*

The majority of respondents in the main sample reported low chances of promotion. This could and may indeed affect the motivation and performance of the staff. For the minority of respondents reported that they had been promoted after the reform. This study concluded that some staffs' chances of advancement in the organizational hierarchy. This state of affairs showed that not all staffs benefit from promotion after the reform. Furthermore, the minority stated they, as individuals, had not been promoted after the reform. Clearly, there were de-motivating factors at play here.

Staff at all levels did not benefit from career advancement after the reform. A minority felt that ethio telecom recognize skills and accomplishments. These findings pointed to a lack of equality in career advancement opportunities. Moreover, the reward and incentive system did not seem to focus on all positions and employees within the company. There was no equal opportunity of rising to the top.

However, the minority stated that staff at all levels benefited from career advancement after the reform. These results showed that some staff benefited from career advancement on the basis of merit; and that for them, at least, there was a semblance of equal opportunities for career advancement.

On the other hand, those in the minority ranked their chances of promotion after the reform as high and very high. These respondents had high and very high expectations respectively. They aspired to make steady career progression. They expected to be rewarded by the system.

### **5.3.1.2 Change in nature of job after the reform**

The study confirmed that for the majority of respondents in the main sample, there had been no job change in the nature of job after the reform. Assigned staff had stagnated in their jobs or positions. There was a marked lack of opportunities regarding career paths. This was contrary to expectations in a normal situation.

However, the minority reported a job change in the nature of the job after the reform. This was a positive result, albeit for a small group of employees.

### **5.3.1.3 Chances of securing a job change in another division or department**

It was revealed through the study that the majority of respondents in the main sample reported low chances of securing a job change in another division or department. The minority reported their chances as medium and as non-existent. This implied that there was some lack of opportunity to take on higher status and responsibilities in the company. There was a lack of opportunity for mobility throughout the organization. It was not easy to move from one division or department to another.

On the other hand, another group among the minority reported as high their chances of securing a job change in another division or department. This showed that some employees were somehow provided with opportunity to move (laterally or vertically) within the company.

## **5.2.2 Constraints to career advancement after the reform**

The majority of the main sample reported that the –saturated” structure, with the resultant lack of vacancies or openings was the constraint to career advancement after the reform. The organization structure had a negative impact on employees’ career advancement. It was labeled an inflexible structure with limited opportunities (or openings). The organizational structure with the accompanying lack of vacancies and openings was a constraint to career advancement

The study also led to conclusions that other constraints included poor ethio telecom policies on promotion and retirement procedures, poor relationship with senior management, favoritism and organization politics. The study concluded that inexperience, lack of career path and growth, untimely staff appraisal, poor results, lack of proper procedure for follow-up, recruiting new staff at the expense of internal recruitment, resistance from departments with vacant positions, uncoordinated transfers, a management not always well-informed or advised and lack of adequate planning and management were all constraints to career advancement after the reform.

### ***5.2.3 Level of motivation among staffs***

The findings from the study led the researcher to conclude that the majority of respondents were not highly motivated after the reform. These findings are not surprising, after the study has established that extensive experience did not always lead to promotion, increased pay, higher responsibilities or other rewards.

However, the minority of respondents rated as high the motivation of employees after the reform. For these respondents, who took pride in the way they did their jobs, training boosted employees' confidence and satisfaction. Training, it was believed, facilitated employees' attainment of much valued goals and satisfied some of their motivation needs.

### ***5.2.4 Minimization of constraints to career advancement***

The study established that the majority of the main sample believed that strategies existed that could minimize constraints to career advancement after the reform. These findings put to shame the belief that there was nothing the company could do. However, the minority stated that there were no strategies that could minimize constraints to career advancement after the reform. The main sample identified several strategies and these included the view that promotion should not be based on "boxes" and length of service. This is a guiding principle of career progression for some levels in the institution.

Setting clear and transparent policies on promotion, training and advancement was another strategy identified by the main sample. This presupposes the existence of vague and obscure policies on those aspects. Staff felt the need to review policies on those aspects. Staff also felt the need to review policies on promotion and training. However, respondents felt that internal recruitment drives augur

well for staff moral and maintenance of effective processes at the workplace. And Staff felt that policies should be designed to guide management in improving its strategy regarding human resource management and relations.

This study also revealed that free and fair competition for promotion is a possible strategy that could minimize the constraints. Staff felt that there was lack of equity in this field. Restructuring the organization, job enlargement and developing alternative paths were all strategies put forward to protest against what was seen as an inflexible structure and system.

Strategies put forward such as redeployment ,job rotation or shift work reveal the fact that staff had stayed for years in their jobs without change. Furthermore, Respondents stated that it was very difficult to move from one department to another and in-fact it was felt that few departments were very willing to let in new aspirants or allow current hardworking staff to leave for opportunities elsewhere. Respondents in the main sample advanced appreciating employees' performance as a strategy. Clearly, they felt their efforts were not appreciated. In identifying contacting an employee's supervisor as a strategy, the study concluded that staff believed that their immediate supervisors were never consulted, were overruled or disregarded in matters concerning career advancement.

Other strategies presented such as matching appraisal forms to the requirements of the job, matching relevant qualifications to the existing jobs and placing staff in areas of their specialization exposed weakness in placement and the appraisal system. The strategy identified, by the main sample, as increasing exit options (and thus availing vacant boxes) pointed to impatience among the lower carders of staff at the lack of advancement in the hierarchy.

Collective decision making for mutual consensus relationship was another strategy put forward. This implied that respondents felt that employees do not participate in the decisions that affect their work and their careers.

Recognizing self-development and initiative and matching organizational goals for promotion was another identified strategy .This exposed the feeling among respondents that efforts towards self-development were not recognized by management.

Respondents called for formal career planning and guidance. This pointed to lack of effective planning of career goals and paths.

### ***5.2.5 Effect of career advancement on motivation***

It was evident from the findings of the study, as reported by the main sample, that career development had a highly positive effect on motivation. The results indicated and quite rightly so that the mere thought or prospect of promotion can motivate employees to work hard. These findings showed that career development practices did have a great effect on motivation.

For the minority respondents, career development practices did not lead to motivation. Apparently, the reward system proved to be a de-motivating factor in that instance. On the other hand, discussions with some respondents revealed that, in some instances, promotions meant access to more loans. Their reasoning was that the more indebted one was, the higher the possibility of motivation being eroded.

The study also highlighted the fact that there had to be a steady progression not stagnation at certain levels.

## **5.3 Recommendations**

### ***5.3.1 Career development***

1. The study recommends that employees having extensive experience with a track record of good performance should be motivated through various enhanced systems of rewards. Ethio telecom's recognition for skills and accomplishments should be translated into real terms and positive outcome or gains for employees.
2. There is need for ethio telecom management to be seen to make an attempt to meet the aspirations of well experienced employees. The flaws in the company recognition and reward system should be identified and addressed. The company should pay close attention to the de-motivating effect of the failure to come up with positive results. Otherwise, the company will have in its ranks a horde of de-motivated staff.
3. The study recommends that the prospects for promotion should be improved for employees. Their hopes and aspirations should not be choked by inflexible systems and structures. Ethio telecom

should address and correct the anomaly of lack of opportunities in as far as career paths are concerned. Employees having extensive experience should not stagnate in their jobs or positions.

4. Experienced employees, some of whom have very high expectations, should be treated equally and fairly when prospects for promotion or chances of securing a job change in another division or department are identified. Those employees who benefit from career development practices should be seen to have done so on merit and no other considerations. Opportunities for mobility should also be created and widened throughout the organization.

### **5.3.2 *Level of motivation***

1. The study recommends that various new reward systems should be explored in order to motivate experienced staff e.g. higher levels of satisfaction, raised salaries, higher responsibilities.
2. ethio telecom management should devise new means through which employees' motivation levels can be sustained after the reform. This involves setting clear and transparent policies on promotion, career advancement. Internal recruitment drives should always be given priority (over external recruitment).

### **5.4.3. Minimization of constraints to career advancement after reform**

1. The study recommends that ethio telecom be restructured by its management. This move calls for a more flexible structure with widened opportunities for career advancement to replace the current one that is saturated. The closed organization structure should be addressed.
2. Ethio telecom should put in place clear and transparent policies on training, promotion and advancement. There should be improvement in promotion and retirement procedures; they have been described as poor. Competition for promotion should be free and fair. Promotion should indicate real achievement and retirement should be made more attractive. Attractive exit options should be explored and put in place.
3. ethio telecom should improve the relationship between employees and senior management as it has been reported to be poor. This calls for more interaction. In addition new policies should be

devised to guide management on improving human resource management and relations. More participatory management styles should be put in place.

4. Lack of career path and growth should be addressed by ethio telecom. This state of affairs is not good for employee performance and morale. Employees' good performance should be rewarded. Promotional restrictive measures should be reviewed. Alternative career paths should be investigated. Possible avenues through which job enlargement can be done should be explored. Redeployment and job rotation should be implemented.
5. The practice of external recruitment at the expense of internal recruitment should be reviewed. Internal recruitment should be encouraged and carried out as much as possible for all levels. Ethio telecom should try as much as possible to give priority to its trusted and hard-working employees.
6. ethio telecom management should discourage the resistance of departments with vacant positions to open up. There should be flexibility in terms of placement in other departments. Mobility should be adequately facilitated.
7. Lack of recognition for self-development should be stopped. Self-development and initiative that matches organizational goals be recognized and rewarded adequately by ethio telecom.
8. Uncoordinated transfers should be discouraged by ethio telecom's senior management. They are a disruption to the work process and negatively affect employee morale.
9. Lack of adequate planning and management should be discouraged. Ethio telecom should be put in place formal career planning and guidance .This would facilitate effective planning of career goals and paths.

#### **5.4.4. Effect of career advancement on motivation**

1. ethio telecom management should recognize that career advancement, in general, and promotion; in particular, have a highly significant effect on motivation.
2. To avoid stagnation at some levels, ethio telecom management should facilitate steady career progression by widening promotion opportunities and creating new openings for competent staff.



Options include restructuring the organization, job enlargement or developing alternative career paths and making retirement much more attractive.

3. ethio telecom should appreciate the role or impact of career advancement on employees' motivation to work hard. There should be effective planning of career goals and paths.
4. Employees should be rewarded by ethio telecom for their hard work. Reward systems or methods should have real positive gains or outcomes such as promotion, salary increase or recognition awards.

#### **5.4 Suggestions for further research**

Firstly, there is need for an in depth study in the development and design of realistic, viable, positive and relevant systems that are multi-faceted. The despair among respondents and the implementation of policies that people do not believe in, has highlighted the need to focus attention on the nature of financial and non-financial rewards that can positively affect an individual's achievements, self-esteem, personal and professional growth.

Secondly, research should be carried out in the assessment of the appraisal system as a key management tool. The study should determine whether or not the appraisal system is too overloaded to be an effective management tool.

Lastly, another study should focus on how to ensure genuine, free and fair competition for promotion opportunities in institutions as these greatly affect employees' motivation.

## REFERENCES

Arabian Journal of Business and Management Review (Nigerian Chapter) Vol. 3, No. 2, 2015

Armstrong, Michael (2009). *Armstrong's Handbook of Human Resource Management Practice*, (11th ed.)  
London; Philadelphia

Bailey Kenneth D. (1994). *Methods of Social Research, (4th ed.)*, the Free Press, A Division of MacMillan,  
Inc., New York

Bartlett, K.R (2002). *The relationship between training and organizational commitment: A study in the health  
care field at <http://www3.interscience.wiley.com/cgi-bin/abstract/900010666/Abstract>, 20th October  
2015*

Beardwell I, Holden L. & Claydon T. (2004), *Resource Management: A Contemporary Approach*, (4th ed.),  
Prentice Hall, Essex

Cappelli P. & Hamori M. (2005), *The New Steps to Career Advancement*, Retrieved from  
<http://hbswk.nbs.edu/archive4736.html>, 21st November 2015

Career Advancement, Six Sigma Online, [http://www.sixsigmaonline.org/six-sigma-trainingcertification-  
information/higher-education-leads-to-career-advancement-opportunities.html](http://www.sixsigmaonline.org/six-sigma-trainingcertification-information/higher-education-leads-to-career-advancement-opportunities.html), 3rd April 2014

Deckers, L 2010, *Motivation: Biological, Psychological and Environmental*, (3rd ed.), MA: Pearson, Boston.

Glenn D.Israel (1992-Reviewed 2009). "*Determining Sample Size*", Agricultural Education and  
Communication Department, Florida Cooperative Extension Service, Institute of Food Science and  
Agricultural Sciences, University of Florida, <http://edis.ifas.ufl.edu/pd006> , October 2006, 24th  
November 2015

Fraze, V.(1997). Research points to weaknesses in expatriate policy. Workforce 3(1),

Harold, A. P, & Amit, K. (2011). Career Management, Employee Developments and Performance in Indian Information Technology Organization. *Business Management Dynamics*, Vol. 1(5), pp. 24-31. Available online [www.bmdynamics.com](http://www.bmdynamics.com)

Harvey Russell Bernard (2006). *Research methods in anthropology: qualitative and quantitative approaches*, <http://books.google.com>, 5th November 2015

Hilton P. (1991). "Career Planning at the BBC", *Personnel Management Plus*. 2(12). December 1991  
Osibanjo, Adewale Omotayo, PhD, Oyewunmi, Adebukola Esther

Hossain, M, Kamal & Hossain, Anowar 2012, —Factors Affecting Employee's Motivation in Fast Food Industry: The Case of KFC UK LTD". *Research Journals of Economics, Business and ITC*, Vol. 5, pp. 22-29, viewed 2 November 2012, <<http://ojs.journals.cz/index.php/RJEBI/article/view/223/227>>.

<http://www.ethiotelecom.et/?q=aboutus>

Jennings, P 1997, "The performance and competitive advantage of small firms: a management perspective", *International Small Business Journal*, vol. 15, no. 2, pp. 63-75. Available from: The University of Western Australia Library Course Materials Online. [1 September 2004].

Osibanjo Career Development as a Determinant of Organizational Growth: Modeling the Relationship between these Constructs in the Nigerian Banking Industry, *International Journal of Management Research and Review*, vol. 2, no. 8, pp. 1334 – 1341. <http://eprints.covenantuniversity.edu.ng>

*International Journal of Social Sciences Management and Entrepreneurship*, 1(2), (pp: 1-16), August 2014  
*Issues in Business Management and Economics* Vol.3 (2), pp. 17-23, February 2015

Kakama T.F. (1995) "Analysis of Factors Affecting Motivation of workers: A Case Study of Rwenzori Highland Tea Co. Ltd, Ankole Tea Estates – Bushenyi, Uganda Management Institute

Li and Powell's (2015) keeping employees motivated in the absence of promotions, viewed 2 November 2015, <<http://insight.kellogg.northwestern.edu/article/>>

- Lynton R. & Pareek U (1990). *Training for Development*, (2nd ed.), Sage, New Delhi
- Martin, J (2010) *Key Concepts in Human Resource Management*, Sage, London
- Mathis, R L and Jackson, J 2011 *Human Resource Management: Essential Perspectives* Cengage Learning
- NetMBA (2002-2006) “Herzberg’s Motivation-Hygiene Theory (Two Factor Theory)”  
<http://www.netmba.com/mgmt/ob/motivation/herzberg>, 30th June 2006
- Phillips J and Gully, S (2011) *Organizational Behaviour: Tools for Success*. Mason, Cengage Learning
- Pinder, CC 2008, *Work motivation in organizational behavior*, (2nd ed.), Psychology Press, New York.
- Price, a (2009). *Human Resource Management in a Business Context*. (3rd ed.). London: Thomson
- Questionnaire on Career Advancement, Alaska Psychological Association <http://www.akpa.org/index.htm> viewed 12th April, 2013
- Robbins, S P, Judge, T A, Odendaal, A and Roodt, (2009). *Organizational Behavior: Global and South African Perspectives*. (2nd ed.). Cape Town: Pearson Education Inc.
- Robbins Stephen P. (2010). *Essentials of Organizational Behavior*, (10th ed.). Pearson Education, Inc., publishing as Prentice Hall, Upper Saddle River, New Jersey, USA.
- Saari, L M and Judge, T A (2004) *Employee attitudes and job satisfaction*. Human Resource Management. Wiley
- SARAH M.K.N. MWANJE (2010) *Career Development and Staff Motivation in the Banking Industry: A Case Study of Bank of Uganda*.
- Stones, J.A.R. & Freeman, R.E (1992). *Management*, (5th ed.), Prentice Hall, New Delhi
- Torrington D. & Hall L. (1998). *Human Resource Management*, (4th ed.), Prentice
- Wren, D (2011) *The Evolution of Management thought*. (6th Ed.). New York: Wiley

**APPENDIX-A**

**Item-Total Statistics for CP**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have set my career goals	15.64	43.829	.754	.687	.925
The availability of assistance from management to help match respondents goals and opportunities	15.66	41.763	.837	.730	.917
The availability of fellow employees in the firm to help when called upon or volunteer to help with career challenges	15.49	43.663	.744	.575	.926
There are career positions that align around a common career theme	15.57	42.336	.828	.713	.918
There is room for individual assessments of abilities, interests, career needs, and goals	15.89	43.831	.717	.603	.929
There are organizational assessments of employee abilities and potential	15.64	43.599	.801	.678	.921
There is clear communication of information concerning career options and opportunities with the firm	15.64	41.895	.807	.755	.920

## APPENDIX-B

**Item-Total Statistics for CA**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Staff trusts ethio telecom's senior management	21.17	64.438	.703	.576	.929
Respondent feel ethio telecom values him more as its employee	20.95	61.064	.787	.650	.924
ethio telecom provides opportunities to grow and learn	20.88	60.735	.755	.633	.926
There are very good promotional opportunities at ethio telecom after the organization reform	21.05	59.841	.735	.613	.928
ethio telecom has supported my career advancement	21.35	62.265	.812	.740	.923
I see my current position as a training ground to another organization	21.09	61.907	.729	.608	.928
In ethio telecom there is recognition for skills and accomplishments	21.00	61.616	.813	.738	.923
The nature of your job changed after new assignment	20.98	61.794	.705	.583	.929
The chances of securing a job change in another division or department in ethio telecom are feasible	21.36	61.650	.769	.638	.925

**APPENDIX-C**

**Item-Total Statistics for SM**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Staff trusts ethio telecom's senior management	21.17	64.438	.703	.576	.929
Respondent feel ethio telecom values him more as its employee	20.95	61.064	.787	.650	.924
ethio telecom provides opportunities to grow and learn	20.88	60.735	.755	.633	.926
There are very good promotional opportunities at ethio telecom after the organization reform	21.05	59.841	.735	.613	.928
ethio telecom has supported my career advancement	21.35	62.265	.812	.740	.923
I see my current position as a training ground to another organization	21.09	61.907	.729	.608	.928
In ethio telecom there is recognition for skills and accomplishments	21.00	61.616	.813	.738	.923
The nature of your job changed after new assignment	20.98	61.794	.705	.583	.929
The chances of securing a job change in another division or department in ethio telecom are feasible	21.36	61.650	.769	.638	.925

## APPENDIX-D

### **Questionnaire on Career Development and Staff Motivation**

Dear Participant,

I am a Master's student in Human Resources Management of Addis Ababa University School of Commerce. I am conducting research on career development and staff motivation. This is an attempt to assess the effect of career development on staff motivation.

The success of this research depends on the collection of a wide range of views that would make the findings representative. Your views are very important. Please participate in this research, which I believe, is of great interest to all of us at ethio telecom.

This survey will ensure anonymity and confidentiality. You do not have to indicate your name on this questionnaire. No individual will be identifiable at any stage of this research. Please answer as honestly as you can.

Thank you in advance,

Yours faithfully,

Mengistu Kefelegn



## SECTION A: Demographic Information

Please fill in the questionnaire by ticking only one box.

1. Which one is your domain category in ethio telecom?

- Support       Network  
 Commercial       Information System

2. Which one is your employment category in ethio telecom?

- Non-Management       Management

3. Age Bracket:

- Below 20 years       21 – 25 years       26 – 30 years       31 – 40 years  
 41 – 45 years       46 – 50 years       Above 50

4. Gender:

- Female       Male

5. For how many years have you held your present position?

- 1-2 years       2-4 years       4-6 years       6-8 years       Above 8 years

6. Length of service in ethio telecom

- Less than a year       1 – 3 years       3 – 6 years       6 – 9 years  
 9 – 12 years       12 – 15 years       Above 15 years

7. Highest Qualification

- Master's Degree       First Degree       Diploma       Other

## SECTION B: Career Planning

This section focuses on your career planning in ethio telecom. Please indicate with one tick the choice closest to your level of agreement.

8. I have set my career goals

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

9. There is assistance from management to help match my personal goals and opportunities available

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

10. There are fellow employees in the firm to help when called upon or volunteer to help with career challenges

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

11. There are career positions that align around a common career theme

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

12. There is room for individual assessments of abilities, interests, career needs, and goals

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

13. There are organizational assessments of employee abilities and potential

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

14. There is clear communication of information concerning career options and opportunities with the firm

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

## SECTION C: Career Advancement

This section focuses on your chances of advancement (e.g. promotion, higher pay, etc) in ethio telecom. Please indicate with one tick the choice closest to your level of agreement.

15. Generally, staff trusts ethio telecom's senior management.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

16. I feel ethio telecom values me more as its employee.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

17. ethio telecom provides opportunities to grow and learn.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

18. There are very good promotional opportunities at ethio telecom after the organization reform.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

19. ethio telecom has supported my career advancement.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

20. I see my current position as a training ground to another organization

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

21. In ethio telecom there is recognition for skills and accomplishments.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

22. The nature of your job changed after new assignment.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

23. The chances of securing a job change in another division or department in ethio telecom are feasible.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

## SECTION D: Motivation

Here, your attention is drawn to your present job. Please use the same scales of agreement as above to indicate how you feel about your present job.

24. I feel a sense of personal satisfaction when I do this job well.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

25. My opinion of myself goes down when I do this job badly.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

26. I take pride in doing my job as well as I can.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

27. I feel unhappy when my work is not up to my usual standard.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

28. I like to look back on the day's work with a sense of a job well done.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

29. I try to think of ways of doing my job effectively.

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

**SECTION E: Strategies to remove or minimize hindrances to career development**

This section focuses attention on strategies that can be used to address lack of career development after new assignment.

30. There are strategies that can be used to remove or minimize hindrances to career development after the organization reform of the company?

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

31. I believe organizational (e.g. lack of career path), individual(e.g. attitude towards career path), political (organizational) & social (gender, racial, religious) factors are among the main constraints that contribute on lack of career advancement in ethio telecom

1. Strongly disagree  2. Disagree  3. Neutral  4. Agree  5. Strongly Agree

32. List other factors that hinder an employee of ethio telecom from being promoted after the organization reform of the company?

- 1) .....
- 2) .....
- 3) .....

**Thank you for your time**

