



**Addis Ababa University**

**College of Business and Economics**

**Department of Public Administration and Development Management**

**THE EFFECT OF EMPLOYEE MOTIVATION ON WORKERS  
PERFORMANCE:A SURVEY STUDY ON ETHIO-TELECOM.**

**By**

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**May 2016**

**Addis Ababa**

**THE EFFECT OF EMPLOYEE MOTIVATION ON WORKERS  
PERFORMANCE:A SURVEY STUDY ON ETHIO-TELECOM**

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# Department of Public Administration and Development Management

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## Declaration

I, Sileshi Dagne declare that this study entitled, “The Impact of Employee Motivation on Workers Performance and Organizational Success, A Survey Study on Ethio-Telecom,” is my own original work that has not been presented for a degree in any other university and that all sources of material have dully acknowledged.

Name: Sileshi Dagne

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## **ABSTRACT**

The study investigated the relation between Motivational Incentives and Employees Performance in the Ethio-Telecom Enterprise. In this regard the researcher has examined the importance of different motivational incentives that the company is using to motivate its employees. It is clear that motivating and retaining employees in an organization have become important and complex task for managers. This study adopted quantitative and qualitative research methods. Stratified random and purposive sampling techniques were also used to select the sample size from the population. Questionnaire and interview were used for data collection. Descriptive statistics such as percentage, mean value, cross tabulation have been used for data analysis. The data collected from the employees were systematically analyzed and presented using SPSS Software and Excel tables. The result has showed a positive relationship between incentives and employee motivation towards achieving better performance, however the motivational level and the employees' perception on some types of motivational incentives is varying.

## **Chapter One: Introduction**

### **1.1. Background of the study**

Motivation has been defined as the individual's internal process that energizes, directs and sustains behavior. In other words, motivation is the force that causes people to behave in a particular way, whether positive or negative. A very important aspect associated with motivation is the employee's morale, which is the attitude or feeling about the job, about superiors and about the firm itself. This means that an employee with a high morale will be more dedicated and loyal to the job. High moral of the employee results from different positive aspects to the job and the firm, for example, being recognized in the workplace and being financially secured. In short, motivation is the process of providing reasons for people to work in the best interests of the organization (Laurie, 2007).

Well motivated employees are more productive and creative towards achieving organizational goals, than less motivated employees. Less motivated employees are less performing and tend to divert from attaining organizational goals. Motivation as incentive systems are fundamental to developing capacities and to translating developed capacities into better performance. The initiative to provide financial and non-financial rewards to people and groups who develop innovative ideas is important for organizations. But it is equally vital to avoid punishing creativity when it does not result in highly successful innovation (Griffin, 2006).

Motivating employees is very important in any organization as the process that is in command of human behavior within an organization. It helps to verify not only performance in relation to current goals but also influences the possibility of people joining and remaining

in an organization. It also shapes the degree to which effort is directed in the development of the organization's future capabilities. If correctly designed or administered, reward systems can lead to attractive behavior for a firm. On the other hand, if incorrectly designed or administered, reward systems can lead to the steady deterioration of an organization and why not its immediate death (Flamholtz, 1996).

Better compensation and remuneration system has been found over the years to be one of the policies any organization can adopt to increase the workers performance and thereby increase the organization's productivity. With the present global economic trend, most employers of labor have realized the fact that for their organizations to compete favorably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer and Peng, 2006).

The above mentioned introduction will lead us to our subject company i.e. the Ethiopian government owned operator **Ethio-telecom** in order to produce "The Effect of Employee Motivation on Workers Performance". This study addressed whether employee motivation has direct effect on employee's performance, especially in Ethio-Telecom. At the same time, the research has addressed if increase in motivational incentives had a significant effect on worker's performance. Finally, the relationship between employee motivation and organizational effectiveness has been surveyed.

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

These days employee turn-over and less productivity have become more serious than ever in many institutions. Rapid technological change and frequent revolutionized new ideas have created competition among organizations which increases the above mentioned problems.

Developing countries are one of the major victims where employee motivation didn't get due consideration despite it plays a vital role in increasing productivity and employee retention. A research conducted in different government owned organizations reveal that pay and poor management system are some of the serious problems(Gardner, 1986).

Ethio – telecom cannot be an exception to the above problem. Even though this enterprise is striving to satisfy its employees and achieve its objectives, still there are some gaps which need better solutions. These gaps fall under the umbrella of non-monetary incentives, to include lack of empowerment, recognition, equal opportunities for training, lack of selection by qualification and other related issues.

However, Ethio - Telecom is meeting the needs in terms of monetary incentives and work environment, still it needs to improve the issues of non-monetary incentives so that the above mentioned gaps could be filled.

### **1.3. Research Questions:**

1. Is there any relation between employee motivation and workers' performance in Ethio-Telecom?
2. What is the effect of employee motivation towards the workers job performance?
3. What are the most common motivational tools used in the Ethio-Telecom?

### **1.4. General Objective of the Study**

The general objective of this study is to examine the roll of motivation in increasing the workers' performance in one of the Ethiopian public organizations named Ethio-telecom.

### **1.5. Specific objectives are:**

1. To determine the factors that increase motivation of employees in Ethio-Telecom,
2. To examine the effect of employee motivation on organizational performance,
3. To contribute or share experiences to other public institutions.

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

The cost of employee turnover and less productivity due to demotivation of employees would be very high to an organization. So the findings of this research will provide the Ethio-Telecom management with the following important ideas:

- Creates awareness whether or not employee motivation is affected by incentives. Hence the concerned bodies will be aware of the needs for effective management of motivation.
- It also enables to ensure a stable work environment and well-motivated employees.
- Other institution with the same situations can benefit from applying the results of this research. It can also serve as a basis for further researches in this area.

#### **1.7. Scope of the study**

The scope of the study will be limited to Ethio-Telecom head office and some divisions of the organization. Both employee motivation theories and employee performance concepts in the organization will be considered.

#### **1.8. Limitation of the Study:**

Although this survey has been carefully prepared, the researcher is still aware that there were some delays on some respondents in returning the completed questionnaires on a timely basis. Less participation had also been observed on six respondents due to their busy schedules.

## **1.9. Organization of the Paper**

The study is presented in five chapters. The first chapter which is the introduction covers the background of the study, statements of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study as well as organization of the paper. This is followed by chapter two which is reviewing related literatures on the subject matter. Among the various topics, Traditional Motivational Approach and Taylorism, drawbacks of Traditional Motivation Theory, Maslow's Need Hierarchy Theory, Criticisms on Maslow's Need Hierarchy Theory, Contemporary Motivation Theory, Monetary Incentives, Non-Monetary Incentives and Conceptual Framework are discussed.

Chapter three deals with methodology of the research which comprises the Method of the research, Data sources and types, Sampling techniques, Sample size, Data collection methods, Data analysis methods and Ethical considerations.

Chapter Four covers the Data analysis methods, Profile of Respondents, Descriptive Statistics of Gender Vs. Managerial Level, Descriptive Statistics of Gender and Educational Level, Survey Results on Different Motivational Incentives, Findings related to Monetary Incentives, Satisfaction on Monetary vs. Non-Monetary Incentives, The Extent of Satisfaction on Current Salary, Retirement Benefits and Medical Coverage and other Work Environment and Job Security related topics

Finally, Chapter Five discusses about Summary of Findings, Conclusion and Recommendations of the research.

## **Chapter two:**

### **2. Literature Review**

#### **2.1. Theories of Motivation**

Motivation is an area of psychology that has gotten a great deal of attention, especially in the recent years. The reason is because we all want to be successful, we all want direction and drive, and we all want to be seen as motivated. It is the scientific word used to represent the reasons for our actions, our desires, and our needs. Motivation can also be defined as our direction to our behavior or what causes us to want to repeat a behavior and vice versa. A motive is what prompts a person to act in a certain way or at least develop an inclination for specific behavior. Motivating is the management process of influencing people's behavior based on this knowledge of "what makes people tick" (Stoner, Freeman and Gilbert, 1995).

To be motivated means to be moved to do something. A person who feels no impetus or inspiration to act is thus characterizes as unmotivated, whereas someone who is energized to activate toward an end is considered motivated (Ryan and L. Deci, 2000).

We can mention the two main types on motivation: Intrinsic motivation and extrinsic motivation. Intrinsic motivation refers to engagement in an activity with no reason other than the enjoyment and satisfaction of engagement itself. By comparison, extrinsic motivation refers to engagement that provides means to ends that go beyond the engagement itself. The goals of extrinsically motivated engagement might be the attainment of tangible rewards such as money, prizes, or other benefits; intangible rewards such as social approval, a sense of worthiness, or even a sense of meticulousness; or the avoidance of tangible and intangible punishments. Some managers

believe employee will be most creative primarily by the interest, enjoyment, satisfaction and challenge of the work itself and not by external pressure or inducements (D' Ausilio, 2008).

## **2.2. Monetary Incentives:**

Money is the crucial incentive to work motivation because it is the vehicle by which employees can purchase the numerous need-satisfying things they desire. Researches reaffirm that for the vast majority of the workforce, regular pay is absolutely necessary in order to meet basic physiological and safety needs, hence, lower level employees are caught in the trap. Furthermore, money also performs the function of a scorecard by which employees assess the value that the organization places on their services, hence an element of being a valuable asset in the organization results in personal motivation resulting in money having a positive impact on motivation (Ballantine et al. 2012).

The purpose of monetary incentives is to reward associates for excellent job performance through money. Monetary incentives include profit sharing, project bonuses, stock options and warrants, scheduled bonuses (e.g., Christmas and performance-linked), and additional paid vacation time. Traditionally, these have helped maintain a positive motivational environment for associates (Ballantine et al. 2012).

According to Aquinas, 2013, monetary rewards include base pay, short term incentives, long term incentives and cost of living adjustments. Monetary rewards are one of the most influential and powerful factors that affects the motivation and performance of the employees. Monetary rewards as a motivator leads to competition and better performance, allowing organizations to attract and retain employees with the higher level of performance (Rynes, 2004).

Further, top performance value better pay performance and higher levels of pay (Aquinas, 2012). Organizations that pay highly and give high monetary rewards to employees get

high level of return. The reason of monetary rewards being more powerful motivator is because it helps meeting the basic needs of employees.

It is written by Armstrong (2007), that financial benefits are a motivator as it fulfils a lot of needs. It is an important factor of life to satisfy the basic security and survival needs. Higher needs like self-esteem could also be satiated by it. Money helps people buying things of needs that reflects their status and establish a visible appreciation sign. In other words, many intangible goals are achieved by financial a benefits, and that's what makes motivating factor powerful.

On the contrast, Rynes, Minette and Gerhart (2004), argued in their study that, however increment in salary is the motivating factor for the employees and increase in salary results in increasing the commitment level; other intrinsic factors are still major motivators. Ahmad (2010), states that employees are more motivated when they believe they are recognized and respected than getting sufficient pay for the task they perform. Monetary rewards generate motivation and satisfaction although work environment has greater significance than monetary awards. Numerous studies have shown results, which links motivation with reward system and consequently followed by job satisfaction at the workplace.

### **2.3. Non-Monetary Incentives:**

Nonmonetary rewards are psychological forces that impel the people for the performance on the aspect of nature, expressed under certain conditions (Gyamfi, 2014). Nonmonetary rewards in different sectors may include the autonomy, developmental feedback, skill development and opportunity to develop. Nonmonetary rewards support behaviors of the employees and stimulate them to work and increase performance and productivity (Rutkowsky and Stealman, 2004).

Recognition, it is noted by Nelson, (2004) that recognition and praise are the most efficient nonmonetary rewards an employee wants to have. Employees want to feel the

contribution they are making at their workplace. Gerhart also suggested that recognition especially that is shown in the public before other employees spreads favorable signals among other employees that which sort of behavior is desired and expected by the management.

It is a nonmonetary reward which determines the choice of an employee about choosing a company over another company when same nonmonetary rewards are given. This is a way for the companies to stand out by the use of such nonmonetary rewards. Some researchers believe that nonmonetary rewards are more efficient whereas monetary rewards cannot be neglected those are present usually in the context of organization.

Employee Development and Training are also part of non-monetary incentives. Training of the employees and their development is also another motivational factor that highly influences the productivity of the employees and their performance. Moreover, according to a study by Griffin et al, (2006), the training and development plan when followed by the total remuneration of the organization improves the productivity of employees collectively. Many other psychological factors include verbal praise; job satisfaction and security also help in improving the psychological position of employees to increase level of satisfaction.

Moreover, development programs carried out to improve the personal development of employees work as organizational initiative to improve the commitment and satisfaction level of the employees. The endeavors for training initiatives in many sectors have low probability of generating motivation in employees. The purpose of non-monetary incentives is to reward associates for excellent job performance through opportunities. Non-monetary incentives include flexible work hours, training, pleasant work environment, recognition, and vacations (Ballantine et al. 2012).

#### **2.4. Conceptual Framework**

Conceptual Framework is a detailed sketch or outline of some social phenomenon, representing the initial idea of a scientist analyzing this phenomenon. Myers, (2009)

defines it as one of the four building blocks of social research (the other three being ideas (social theories), evidence (data) and images (new ideas synthesized from existing data). Thus, conceptual frames are used to elaborate on starting ideas and usually consist of a list of some key elements found in most of the analyzed phenomena.

In this particular case the below mentioned sketch has been used in order to elaborate the relationship between different variables. Under the variables motivational tools, employee performance and organizational outcomes have been specified. Here the researcher has provided detailed information on the application and results of motivational factors, so that it can justify the association or the connection of outcomes of Motivation.

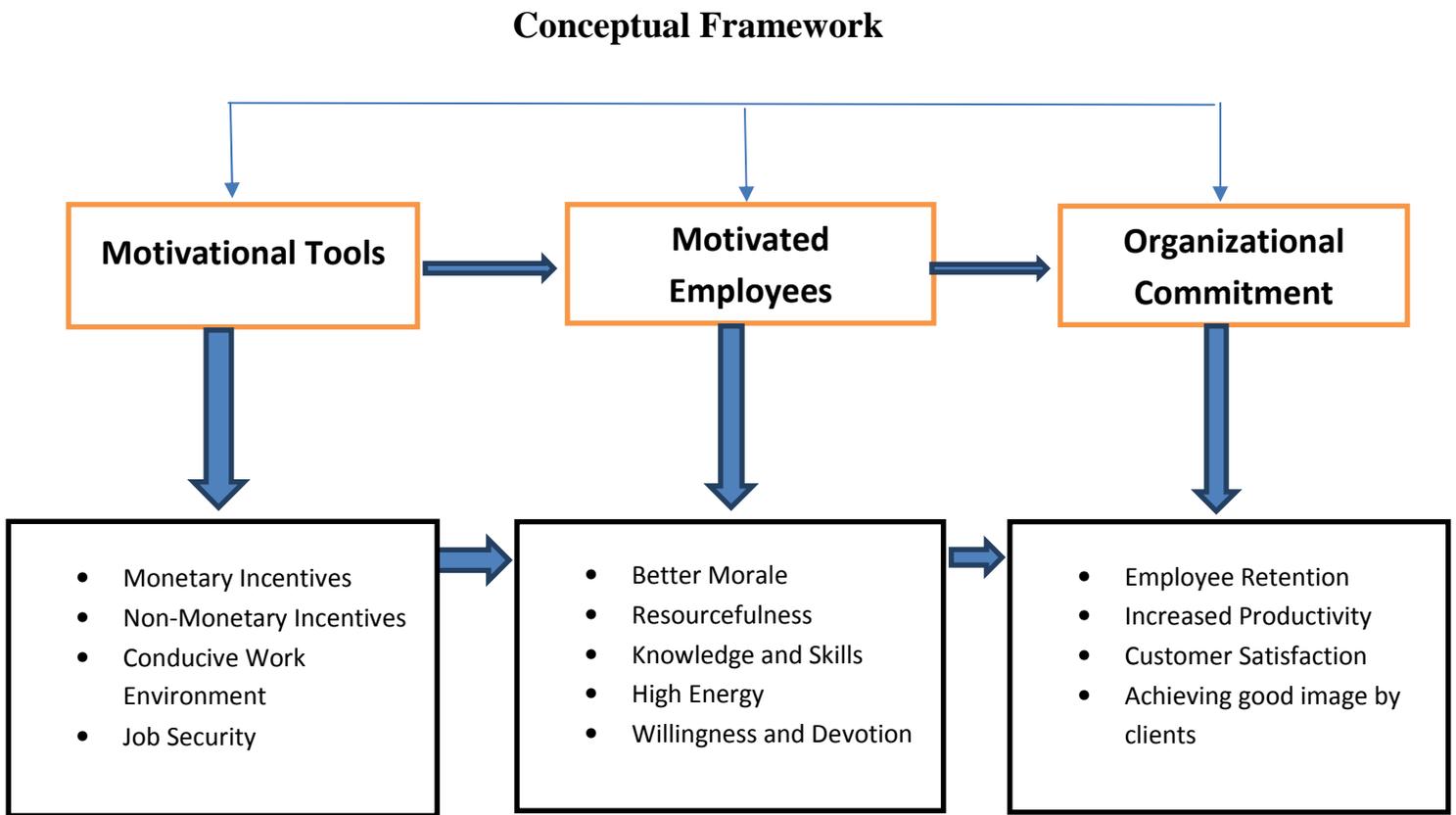


Table 1: Conceptual Framework

## **Chapter Three:**

### **3. Research Methodology**

#### **3.1. Method of the Research**

The study has used descriptive method of research comprising primary and secondary data collection methods. Both the qualitative and quantitative tools have been incorporated to provide an in-depth understanding to the readers.

#### **3.2. Data Sources and Types**

The data sources and types that the researcher used were primary and secondary data sources which are the staff members of Ethio-Telecom as primary sources and published articles, journals, brochures and internet as secondary data sources. Interviews have also been conducted with key informants who were very important respondents in strengthening the survey study.

#### **3.3. Sampling Techniques**

The selected sampling technique was Stratified Random Sampling Method in order to see the target groups in different strata, like work positions, managerial levels, educational background, gender .....etc.

The study population is employees of Ethio-telecom head office and some divisions of the enterprise. This figure goes up to 800 employees, which comprises (male and female) and even has been characterized further in different categories.

### **3.4. Sample Size**

The sample size was 15% of the population from each stratum, which are about 120 respondents in total.

### **3.5. Data Collection Method**

A questionnaire has been prepared and administered to the respondents through personal contacts. Emails and phone calls have played a vital role in expediting the data collection process. Key Informant Interviews (KII), were also one of the data collection methods. All the clear instructions communicated with the respondents have helped more in avoiding discrepancies or mistakes.

Among 120 questionnaires, about 95 questionnaires have been prepared in English and some 25 questionnaires were prepared in Amharic based on the recommendations of the contact persons. This system has enabled the researcher to get full opinions of all types of employees.

### **3.6. Data Analysis Methods**

First the data obtained through the questionnaire and interviews were computed with the use of Excel sheet and computer software programs (SPSS). Then data was coded, grouped and analyzed using appropriate values which were suitable for conclusion and recommendations.

The researcher has also used descriptive statistics such as frequency, percentages, mean values and charts which made the research to be clear and easily understandable.

### **3.7. Ethical Considerations**

Since confidentiality and privacy are some of the most important aspects of field research activities, important cares have been taken. With that all the purpose of the research paper and confidentiality of any information have been clearly stated which led the respondent to show an active participation in responding to the questionnaire and the KII.

## **CHAPTER FOUR:-**

### **4. DATA ANALYSIS, PROCESSING AND DISCUSSION**

However about 120 employees have been invited to fill out the questionnaire, the number of respondents who already completed the questionnaire were 114. So this figure remains to be the sample size of the respondents.

#### **4.1 Profile of Respondents**

This profile table best illustrates the frequency distribution of demographic background of respondents in terms of gender, age, educational background and work positions. The table helps to assess the level of credibility and acceptability of the answers analyzed in this study.

<b>All Respondents</b>		<b>Count</b>	<b>%</b>	<b>Remarks</b>
		<b>114</b>	<b>100</b>	
<b>Gender</b>	<b>Male</b>	<b>61</b>	<b>53.5</b>	
	<b>Female</b>	<b>53</b>	<b>46.5</b>	
<b>Age</b>	<b>&lt;25 years old</b>	<b>12</b>	<b>10.52</b>	
	<b>26-35 years old</b>	<b>49</b>	<b>42.98</b>	
	<b>36 - 45 years old</b>	<b>42</b>	<b>36.84</b>	
	<b>&gt; 45 years old</b>	<b>11</b>	<b>9.64</b>	
<b>Education</b>	<b>Elementary / Junior</b>	<b>15</b>	<b>13.15</b>	
	<b>High school certificate or less</b>	<b>29</b>	<b>25.43</b>	
	<b>Diploma</b>	<b>41</b>	<b>35.96</b>	
	<b>BA/BSc Degree</b>	<b>19</b>	<b>16.67</b>	
	<b>MA/MSc Degree</b>	<b>10</b>	<b>8.77</b>	
<b>Work Experience</b>	<b>&lt; 5 years</b>	<b>30</b>	<b>26.31</b>	
	<b>5 - 10 years</b>	<b>39</b>	<b>34.21</b>	
	<b>11 - 15 years</b>	<b>31</b>	<b>27.19</b>	
	<b>16 - 20 years</b>	<b>10</b>	<b>8.77</b>	
	<b>&gt; 20 years</b>	<b>4</b>	<b>3.5</b>	
<b>Occupation position.</b>	<b>Managers / different level /</b>	<b>9</b>	<b>7.9</b>	
	<b>Professionals</b>	<b>36</b>	<b>31.57</b>	
	<b>General Staff</b>	<b>69</b>	<b>60.53</b>	

Table 4: Respondents' Profile

As the above mentioned table illustrates, among the 114 respondents 46.5% of the sample respondents are female and 53.5% of the respondents are male. In any case this figure implies a close proportion of male to female respondents which as a result shows that both genders have been best represented.

Regarding the age distribution, the researcher has used 4 age groups, of which 42.98 % of the respondents were within the age of 26-35, whereas 36.84 % were within the age of 36-45. The rest 10.52% and 9.64 % fall younger than 25 years old and older than 45 years old respectively. Once again this figure shows that all age categories have been represented carefully.

In terms of their educational background, about 38.58 % of the respondents do not have higher education rather high school certificate and below, whereas 35.96 % have college diplomas. The survey also indicates that 16.66 % of the respondents BA degree holders and the rest 8.77% were professionals and leaders who have Master Degree. This very event indicates that many of the staff members in the head office and different departments are struggling to upgrade their educational background and career.

The other demographic feature was the work experience of the Ethio – Telecom head office employees, in this aspect majority of the employees, (about 87.71 % are between 5 and 15 years' experience). This figure will tell us that, employees have enough exposure and are familiar with rules and procedures of their institution.

Regarding their work occupations or positions, obviously known that the general staff takes the majority and a significant number of professionals as the institution's functions require adequate technological knowledge. Of course a considerable number of different level managers (7.9 %) have been represented in the survey.

#### **4.2 Descriptive Statistics of Gender Vs. Managerial Level**

Empowering female employees is one of the motivational tools in the human resource management history. So many institutions give priorities whenever two equally qualified applicants (male and female) are competing. Our country Ethiopia is one of the nations striving

for gender equality and some tremendous measures are taken in order to insure gender equality at this time.

In the case of our subject company, still majority of the management level positions are captured by men according to the survey results. However figure represents only the sample respondents, the researcher has managed to confirm that the problem exists in the entire structure of the organization which entails more efforts to empower women progressively. The below table shows the managerial distribution of men and women respondents in the Ethio-Telecom enterprise:

**Table 6, Cross Tabulation  
Respondent Gender Vs. Managerial Level**

		Men and Women in Managerial Level				Total
		Top Level	Middle Level	Supervisory Level	General Staff	
<b>Respondent sex</b>	<b>Count</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>52</b>	<b>61</b>
	<b>Male</b> Percent	1.75%	2.63 %	3.5 %	45.61 %	100.0%
<b>Respondent sex</b>	<b>Count</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>51</b>	<b>53</b>
	<b>Female</b> Percent	0.0%	0.87 %	0.87 %	44.73%	100.0%
<b>Total</b>	<b>Count</b>	<b>1</b>	<b>4</b>	<b>5</b>	<b>103</b>	<b>114</b>
	Percent	0.87 %	3.5 %	4.38%	90.35 %	100.0%

### 4.3 Descriptive Statistics of Respondents in Gender and Educational Level

After describing the entire demographic feature of respondents, the researcher has also conducted different Cross Tabulation systems in order to measure the motivational level of respondents in Ethio-Telecom. The descriptive statistics measurement has generated the below results comparing educational levels with gender that, 8 men have a post graduate degree whereas only two female employees have Master's degree. On the contrary, female employees took majority on first degree and college diplomas.

The result shows that, however the majority of post graduate degrees are belonging to male employees, the females also have taken the lead on First degrees and college diplomas as mentioned above. Secondary and primary school grades are relatively divided between the two genders. This distribution indicates that, there is a reasonable distribution of education levels however the females should be encouraged to upgrade themselves so that many of them will have post graduate degrees which lead them to get senior level management positions.

**Table 7. Cross Tabulation for Respondents' Gender Vs. Educational Level**

		Educational Level					Total
		Elementary and Junior High School	Secondary School	Diploma	First Degree	Post graduate	
Respondent sex	Male Count	14	12	18	9	8	61
	Percent	12.28 %	10.52 %	15.78 %	7.89%	7.01%	53.50%

	<b>Female Count</b>	<b>9</b>	<b>8</b>	<b>23</b>	<b>11</b>	<b>2</b>	<b>53</b>
	Percent	17.0%	34.0%	28.3%	17.0%	3.8%	46.50 %
<b>Total</b>	<b>Count</b>	<b>23</b>	<b>20</b>	<b>41</b>	<b>20</b>	<b>10</b>	<b>114</b>
	Percent of Total	20.17 %	17.54 %	35.96 %	17.54 %	8.77 %	100.0%

#### 4.4 Results of Motivational Tools:

This section presents the analysis and interpretation of different motivational tools and these tools include, Financial Incentives, Non-Financial Incentives, and other motivators related to work environment and job security. The questionnaires have been designed in Likert-scale mode which comprises (“Agreement” rating 5 points, “Neutral (Average Feeling)” rating 3.5 points, and “Disagreement” representing 1.5 points per the examiners’ advice.

In this statistics, all frequency, percentage and mean scores have been used so that the data gathered through the questionnaire were exhaustively analyzed and interpreted.

#### 4.5 Findings on Monetary Incentives:

It is undeniable that money, or other financial rewards, play a key role in motivating people in the workplace. So businesses usually offer money or financial rewards as part of the pay package. These packages include salaries, fringe benefits, overtime payments, bonuses, commissions and different allowances.....etc.

The survey results of this questionnaire have brought the following findings which are properly tabulated and analyzed below.

Factors	Options	Frequency	Percent	Mean Scale	Remarks
Financial incentives motivate me more than non-financial incentives.	Agreement Neutral Disagreement Total	55 23 36 114	100 %	3.59	Agreement represents <b>5</b> points, Neutral (Average Feeling) <b>3.5</b> points, and Disagreement <b>1.5</b> points per the examiners' advice.
Are you satisfied with your current salary?	Agreement Neutral Disagreement Total	69 26 19 114	100 %	3.96	
How frequent you receive monetary rewards?	Agreement Neutral Disagreement Total	30 25 59 114	100 %	2.86	
Future retirement benefits and current medical insurance coverage provided by the company are sufficient.	Agreement Neutral Disagreement Total	66 20 28 114	100 %	3.87	
Periodical increase of salary in the organization	Agreement Neutral Disagreement Total	57 29 38 114	100 %	3.89	

Bonuses are given to employees based on the annual profit of the organization.	Agreement	59	100 %	3.69	
	Neutral	22			
	Disagreement	33			
	Total	114			

Table 8: Findings on monetary incentives

#### **4.5.1. Monetary incentives motivate me more than non-monetary incentives:**

The respondents of this question seemed to prefer monetary incentives than non-monetary ones. They gave more emphasis to financial incentives which shows a result like, 55 employees have expressed their agreement and 23 were indifferent whereas 36 were in disagreement. The mean value on this respect was 3.59 which is justifying their preference.

#### **4.5.2. The extent of satisfaction on current salary:**

The respondents of this question seemed to be in disagreement. Because the significant number of them are dissatisfied with their current salary. The figures show that 69 of them were happy with the current salary and 26 of them have an average feeling, however 19 are unhappy with their current salary. The mean value itself (3.96) reflects that majority of the staff members are satisfied with their monthly income, even though the company management should still have to work for more employee satisfaction.

#### **4.5.3. Frequency of Monetary Rewards:**

The survey results of this question indicate that, many of the respondents are in disagreement. Nobody dares to mention the presence or the frequency of monetary rewards; on the contrary 46 replied saying “not at all” and about 43 respondents also remained indifferent however about 26

employees have confessed that they sometimes observe that, the organization provides monetary rewards. The mean value was 1.81 which requires the company management to work hard on this aspect.

#### **4.5.4. The Retirement Benefits and the Medical Coverage,**

This assessment shows that majority of the respondents are satisfied with the retirement benefit and medical compensations. For instance 22 of the respondents have strongly agreed and 39 of them have agreed, however 20 of the employees were indifferent. On the contrary 25 of the respondents have showed disagreed and 8 also strong disagreements, but still the mean value remained 3.36 which shows that majority of the respondents are happy with the package. With that we can conclude that most of the employees are satisfied on this aspect, so the company should keep this success up and exert more efforts to create more satisfaction on employees.

#### **4.5.5. Periodical Salary Increase:**

Regarding periodical salary increase majority of the respondents have average feeling, meaning 47 of the respondents are in agreement and 48 of the respondents are in disagreement, whereas 29 respondents still remain indifferent. The mean value of 2.90 is indicating that, the management should work more on employee satisfaction, so that all employees could witness something unanimously rather than being indifferent.

#### **4.5.6. Bonus Vs Annual Profit:**

According to the survey results of the questionnaire and the Key informants, Ethio-Telecom pays bonuses to employees once in a year as it is always a profitable government enterprise. However employees expect more than a two month salary that the company pays every year. Anyways the numerical results show that 11 respondents have strongly agreed, 22 agreed and 32 have remained indifferent, however 25 have disagreed and 23 have strongly disagreed.

The mean scale on this point was 2.73 which place the survey results between disagreement and unresponsiveness, so the leadership needs to investigate the problem and take appropriate measures.

#### **4.6. Findings related to Non-Monetary Incentives:**

Managers should always strive to keep their employees motivated and satisfied with their jobs and the organization. Motivation is directly linked with employee productivity and indirectly linked with employee retention. Non-Financial Motivators are one of the important tools to answer this question and achieving organizational objectives. The researcher of this survey has tried to justify the relationship of these findings with the Analytical Framework tools which are stated in the previous chapter.

The table below reflects all findings related to non-financial incentives provided by Ethio-Telecom and the narratives are also presented below the table.

Factors	Options	Frequency	Percent	Mean Scale	Remarks
Does the management involve you in the decision making process which is connected to your department?	Agreement Neutral Disagreement Total	30 29 55 114	100 %	2.92	Agreement represents <b>5</b> points, Neutral (Average Feeling) <b>3.5</b> points, and Disagreement <b>1.5</b> points per the examiners' advice.
I am satisfied with the responsibility and role that I have in my work	Agreement Neutral Disagreement Total	80 20 14 114	100 %	4.30	
I usually experience an effective performance appraisal system in our organization.	Agreement Neutral Disagreement Total	26 37 51 114	100 %	2.94	
The company recognizes your work to be important for institutional growth	Agreement Neutral Disagreement Total	79 20 15 114	100 %	4.67	
The organization follows a merit based competition for promotion so that qualified persons would get promoted.	Agreement Neutral Disagreement Total	26 12 76 114	100 %	2.50	
Motivational Discussions are Common in the company.	Agreement Neutral Disagreement Total	31 30 53 114	100 %	2.97	
The company gives better opportunity for training and development	Agreement Neutral Disagreement Total	17 20 77 114	100 %	2.37	

Table 10: Findings related to Non-Monetary Incentives:

As we can understand from the above table, majority of the respondents have expressed their disagreement on the response of the enterprise in regards to non-monitory incentives.

All the assessments have been analyzed in the below subtitles.

#### **4.6.1. Employees' Participation in Decision Making Process:**

As per the assessment, most of the employees were dissatisfied as they are not considerably involved in any decision making process in relation to their sections. About 55 of the respondents were in disagreement and about 19 of the employees were indifferent whereas 30 of the respondents have agreed.

The mean scale on this distribution was found to be 2.92, which is closer to 'Disagreement', so it can be concluded that employees are dissatisfied of participation on decision making process which requires the organization to work hard on this.

#### **4.6.2. Satisfaction of Employees' on their Role and Responsibility:**

This scenario shows that majority of the employees are satisfied on their role and responsibility. Because 80 of the respondents have agreed and 20 of the employees were at the middle however 14 of the respondents have disagreed. The mean value of 4.30 shows that majority of the respondents are satisfied in their role and responsibility. With that we can conclude that even though most of the employees are satisfied on this aspect, the company should exert more efforts to create more satisfaction for employees.

#### **4.6.3. Employee Performance Evaluation Systems:**

In this regard most of the employees seemed to be at the middle and the mean value was 2.94 which is closer to “Disagreement”. The details indicate that 26 of the employees have agreed and 37 preferred to be at the middle, however 51 have disagreed. So a considerable number of employees have disagreed and the company should work hard to make the performance evaluation systems fair and convincing.

#### **4.6.4. Recognizing the Employees’ work for institutional growth,**

The respondents of this question have showed agreement with the question on recognizing their job to be important for institutional growth. For example 79 employees have expressed their agreement and 20 were indifferent even though 15 have disagreed. With the same token, the mean value shows 4.67 which shows that employees are in a good position on this. So the organization should keep up the recognition of employees’ jobs.

#### **4.6.5. Merit Based Promotion Vs Qualification:**

On this respect majority of the respondents have expressed their dissatisfaction and some of the respondents believe that promotions and senior level positions are given to politically affiliated people. The numerical distributions show that 76 respondents have disagreed and 12 respondents have preferred to be neutral. On the other hand 26 respondents have agreed on the subject matter.

In the final analysis, as the survey results are indicating a disagreement of employees, the management should devise a kind of strategic mechanism to invent and implement fair and transparent promotion system. This system should be based on merit and qualifications rather than other hidden criteria, so that the entire employees could get equal opportunity and will be motivated very well.

#### **4.6.6. Motivational Discussions in the Company:**

Based on the survey, the attitude of the majority employees indicates that motivational discussions are not common in the company. This means that someone can't dare to justify the presence of these motivational programs. With that said, 31 respondents have agreed and 30 respondents were neutral however 53 have disagreed. So the organization will have another home work to strive in familiarizing such motivational discussions in the company and strengthen the team work.

#### **4.6.7. Opportunity for Training and Development:**

In regards to this very, many of the respondents have expressed their disagreement. Especially during the one-to-one interview with Key Informants, they mentioned that mostly persons around the senior management area are repeatedly taking the abroad training opportunity whereas the other staff members are not part of that.

The survey results show that only 5 respondents have agreed and 20 were indifferent. Whereas the significant majority (77 have disagreed), which indicates that management should work on providing fair and appropriate opportunity of domestic and abroad trainings. It is clear that the objective of any training or capacity building is not to benefit individuals, rather to expedite organizational development.

#### **4.7. Findings Related to Work Environment and Job Security:**

The other factor that significantly influences employees to feel about work is the environment. A positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day. What is sure, though, is that there is

no use trying to motivate high performance, while employees are frustrated by not having the right quality and amounts of equipment and resources they need for their work (Cate, 2002).

It is especially true when it comes to new recruits who receive their first impression especially related to the workplace or environment. So managers are then urged to take all the necessary steps in advance to strengthen the team-spirit so that both the new and old employees could be happy with the work environment.

Factors	Options	Frequency	Percent	Mean Scale	
Reliable Job Security exists in the company.	Agreement	67	100 %	3.91	Agreement represents 5 points, Neutral (Average Feeling) 3.5 points, and Disagreement 1.5 points per the examiners' advice.
	Neutral	18			
	Disagreement	32			
	Total	114			
I personally observe Fair and Transparent Administration in our organization.	Agreement	42	100 %	3.14	
	Neutral	20			
	Disagreement	52			
	Total	114			
We have flexible work hours in the company.	Agreement	27	100 %	2.64	
	Neutral	18			
	Disagreement	69			
	Total	114			
Recreation and Entertainment Programs are common in the company.	Agreement	17	100 %	2.44	
	Neutral	24			
	Disagreement	73			
	Total	114			
Dining and cafeteria facilities are fairly available.	Agreement	52	100 %	3.37	
	Neutral	16			
	Disagreement	46			
	Total	114			
Employee turnover issues. Are Employees leaving the organization due to motivational issues?	Agreement	23	100 %	3.00	
	Neutral	27			
	Disagreement	89			
	Total	114			

Table 10: Findings Related to Work Environment and Job Security

#### **4.7.1. Job Security in the Company**

The most obvious general observation that has been found from the entire survey was that, employees do not have significant threat of layoffs, even though some employees are leaving the organization for better opportunities. This experience is common in the majority of Ethiopian public organizations. Having said that, the numerical results show that, 67 of the respondents have expressed their agreement on the presence of job security in the company however 32 have disagreed and about 18 were indifferent.

The mean scale on this topic was 3.91 which indicates that most of the employees are working in peace and stability, so that the management is urged to keep it up and work for more job security and keep the employees' confidence high.

#### **4.7.2. Fair and Transparent Administration:**

On this regard 42 of the respondents have agreed and 20 respondents remain neutral whereas 52 have expressed their disagreement. These figures show that majority of the employees are at the middle. So as the mean scale is showing 3.14, management needs to utilize more efforts to exercise fair and transparent administration systems.

#### **4.7.3. Flexible work hours in the company:**

Flexible schedules create a positive culture that both employees and employers benefit from. The benefits of allowing employees to work a flexible work hours are numerous, from increased productivity to fewer missed days. Flexible schedules are very vital to provide employees with job satisfaction, better health, increased work-life balance, and less stress. They also benefit

employers through higher productivity levels, less turn over, and reduced absenteeism, employers are able to retain qualified employees and save money as well.

Unfortunately the survey results are showing the opposite, about 69 of the respondents are in disagreement and 18 were indifferent however 27 were in agreement with the presence of flexible work hours in the company. It might be very important if the management could conduct a survey in order to understand what the employees are claiming and then design flexible schedules per the nature of the jobs.

#### **4.7.4. Recreation and Entertainment Programs:**

It can be observed from the table that among the total respondents only 17 have agreed up on this aspect, whereas 24 were indifferent. On the contrary, majority of the respondents, meaning, 73 have disagreed on the presence of recreation and entertainment programs in the company.

The mean scale of 2.44 requires the management to work hard on planning and implementing such refreshment programs as they are very important to strengthening the team spirit of employees.

#### **4.7.5. Dining and Cafeteria Facilities:**

Regarding cafeteria and dining facilities, majority of the respondents have an average feeling and the mean value of 3.37 might indicate the presence of such facilities. However only presence will not be enough rather improving the services and creating more customer satisfaction would be very important. These observations are reflected on the one-on-one discussion with Key informants' interview.

#### **4.7.6. Employee Turnover Issues:**

In relation to the employee turnover, the writer of this paper have confirmed that, it is not a significant problem for Ethio-Telecom; however some employees are leaving the company seeking better opportunities. With that said about 89 of the respondents have confirmed that turnover is not a problem of the company, however some 23 have expressed the presence of turnover and 27 have remained indifferent. So the recommendation would be keeping the stability of employees and work for more industrial peace.

#### **4.8. Feedbacks on the Open Ended Questions**

Open-ended questions are exploratory in nature which allows the respondents to provide any answer they choose without forcing them to select from concrete options. Questions that have more than one right answer, or ones than can be answered in many ways, are called open-ended or divergent questions. When you ask an open-ended question, you don't know what the respondents answer is going to be (Cate, 2002).

With that said while coming back to the three open-ended questions, many respondents have mentioned different answers however majority of the answers were concerning monetary and non-monetary incentives. The following conclusion has been taken from the combined answers of respondents for the first question.....

##### **4.8.1. Can you tell us the time when you were highly motivated and why?**

About 61 respondents have given answers for this question and the rest have left it opened. 52 of them have said that “the day we highly motivated was when Ethio-Telecom introduced a new salary scale being one of the Ethiopian Public Enterprises. Few people mentioned that they like

the day when they become the staff member of this organization whereas the other few stated different things out of this topic.

So the bottom line indicates that, most people are happy with the financial motivators that the enterprise is paying to employees.

#### **4.8.2. What about the time you were highly de-motivated and why?**

In this regard, only 24 respondents have replied and the rest have left open. While generalizing the answers, majority of the respondents stated that they do not forget the season when many employees were under frustration of layoffs during the restructuring process of Ethio-Telecom. With this process, a considerable number of employees have resigned and joined the private sector in fear of layoffs, and of course some were forced to leave their positions due to the new structure.

#### **4.8.3. What changes to be made to get you well motivated in your work?**

32 respondents have written some statements on the spaces provided to answer this question, and most of the answers were related to training opportunities, fair and transparent hiring processes. These points still trigger the issue of non-monetary incentives which the researcher repeatedly mentioned that the company leadership should pay due attention to. The suggestions have been stated in the recommendation part.

As a reminder, some of the respondents have raised issues about corruption and rent seeking problems, so the leadership should be aware that these problems will not be potential dangers against employee motivation.

## **CHAPTER FIVE: -**

### **5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION:**

#### **5.1. SUMMARY OF FINDINGS**

The survey study results of this paper have generated many findings under the title of “The Effect of Employee Motivation for Workers Performance”. The survey analysis has summarized all the findings in to three categories as follows. The first category has summarized the findings based on Monetary Incentives and the second one has focused on the findings on the Non-Monetary Incentives. The third one was discussing all the findings based on Work Environment and Job Security aspects.

1. The first category has focused on assessing the findings of Financial Motivators. In this category all the financial related benefits to include; (Better Salary, Fringe Benefits, Bonuses, Monetary Rewards, Different Allowances, Compensations...) .....etc. have been conversed. As a result, majority of the respondents seemed to be happy on this aspect. For example the average mean of five questions were more than 3.5points, however only one aspect (financial rewards), scored below 3 points.
2. The second category of the survey results were focusing on Non-Financial Motivators, in this topic all motivational tools like (Recognition, Empowerment, Training opportunities, Trust, Participation, Merit based Competition.....etc.), have been discussed. In most cases, the respondents have expressed their dissatisfaction as the average mean of 5 questions were below 3 points. Only two questions have got positive response above three points among 7 questions.

To support this in examples, some respondents mentioned that, Training opportunities are mostly given to people at the senior management level and the entire employees who are performing operational and professional activities are not part of that chance. Regarding

Promotion, sometimes better positions are given to politically affiliated persons and other folks who have best friends in the hierarchy.

3. The third category was of course related to Work Environment and Job Security which most of the employees have showed more interest especially while conducting the key informant interview. The results of this survey show that, majority of the respondents are happy with the work environment. For example, employees do not have any fear of lay-offs and the turnover rates are not that much significant; rather seemed to be relatively stable.

Respondents mentioned that the company tries to provide facilities for food and beverage services, fair distribution of benefits....., however there are some areas that the company should work hard like, entertainment programs and flexible work hours.

## **5.2. Conclusion**

This topic is shortly discussing on the results of the survey based on the research questions we established in the beginning and the implementation of motivational tools in Ethio-Telecom.

According to the survey the following results have been found:

Yes, Employee Motivation has a positive relationship with Workers' Performance in Ethio-Telecom. Because the survey in the subject organization has confirmed the relationship between Incentives and Motivation towards achieving better organizational performance, even though the motivational level and the employees' perception on some types of motivational tools was varying. In general it has been confirmed that there was consistency and uniformity of respondents in responding to most types of incentives offered by the institution.

The survey has also answered the second research question. Yes, Employee Motivation has its own effect towards the workers job performance. This has significantly justified that Ethio-Telecom has exhibited a tremendous productivity, development and marvelous profit throughout the years. Not only that, but the company has also managed to retain its significant number of

professionals and has minimized the turn-over rate. Most of the employees are serving the organization for extended period of time without looking outside companies.

Answering the third research question, the most common motivational tools used in this public organization were Monetary and Non-monetary Incentives; however monetary incentives and work environment have taken the lead in motivating employees. The researcher has confirmed that the Ethio-Telecom is one of the giant government enterprises which have a special and attractive salary scheme that keeps employees to stick themselves with the companies. Moreover, bonuses and similar fringe benefits paid to the employees were the other monetary incentives to motivate the entire employees. This experience makes these organizations special from other ministries governed by the ministry of labor and social affairs or the CPA.

Work environment and job security was also one of the achievements that the company realized, as most of the employees do not have any fear of losing their job or any kind of harassment on the work place. The atmosphere seems to be calm and stable.

On the other hand the researcher of this survey has observed some dissatisfaction on employees in relation to non-monetary incentives. These facts include participation in decision making process, equal opportunity for training, merit-based promotion systems delegation of authority, recognition, and the like. Some of the employees do not believe that promotions especially senior level positions are given through qualifications, rather to politically affiliated individuals. So the researcher advises the leadership to check and correct things on the above mentioned aspects.

Finally, such issues imply that, the organization should work more in improving things on non-monetary incentives so that employees could get another motivational tool. With the same token the dynamism of human behavior might create a dynamic problem and create difficulty to answer the questions. Therefore, the company management should understand that non-monetary incentives are also very important factors as clearly mentioned in the recommendation part.

## 5.2. Recommendations

In today's competitive environment, no business could achieve its organizational objectives without having motivated employees. Managing the human resource effectively would be a very important factor due to its dynamic nature. Because it is the human resource who is managing the rest of other resources, so motivating employees is not as such an ordinary process rather a decisive factor. With the same token the subject company (Ethio-Telecom), is one of the huge government enterprises with a large group of employees who are dedicated on modern technology, which needs the implementation of useful motivational tools to achieve its relevant goals.

Having said that the researcher of this subject paper has recommended the following measures should be taken by the company management:

- 5.3.1. The company should focus on the implementation of non-financial motivators. These motivators seemed to be intangible motivators which are very relevant especially in instigating self-energy of employees who are dedicated on the day to day operations of the company. These motivators include Recognition, participation in decision making process, equal opportunity for training, merit-based promotion systems and empowerment.....etc.
- 5.3.2. However the company has registered a very good achievement on providing monetary incentives, still there are areas that the management should devise to assure more employee satisfaction. For example it should introduce a policy of rewards to those who have outstanding performances and those who went beyond and above their colleagues in the year. To implement these policies, clear parameters or criteria should be set, like, what kind of awards to be given to whom. Individual differences should get more emphasis rather than providing increments to the entire employees.

- 5.3.3. The other recommendation is that the leadership should work on improving working environment and job security issues even though employees are relatively satisfied on this aspect. With doing so, the company could justify the prevalence of industrial peace and stability in the company. Of course employee turnover is not a serious problem in Ethio-Telecom, but there are still a number of employees leaving the organization for better opportunities. So improving the above mentioned areas would be very important.
- 5.3.4. Finally, the researcher needs to point out that, however this research was done on Ethio-Telecom Enterprise, other similar public institutions could also get lessons from it. The paper can be used as a guide to evaluate the employee level of satisfaction or motivation to work then take appropriate actions.

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# ANNEXES

**ADDIS ABABA UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT**  
**MANAGEMENT**

Dear madam / Sir,

My name is Sileshi Dagne and I am a post graduate student in the department of public administration and development management at Addis Ababa University. I am currently gathering data for my Thesis entitled “The Role of Employee Motivation for Workers Performance and Organizational Success”.

As part of my assessment, I will ask you about several issues related to the subject of my study. I will use the information for the fulfillment of the thesis requirement only. Your name will not be mentioned and any information provided by you will be kept confidential.

**Kindly answer the following questions:**

1. Date of response \_\_\_\_\_
2. Age: \_\_\_\_\_
3. Sex: \_\_\_\_\_
4. Educational level  
A. Elementary / Junior High School \_\_\_\_ B. Secondary School \_\_\_\_\_ C. College Diploma\_\_\_\_  
D. First Degree\_\_\_\_ E. Post Graduate \_\_\_\_\_
5. How long have you been working in the organization? \_\_\_\_\_
6. What is your position in the organization? \_\_\_\_\_
7. Are you a member of management group? Yes \_\_\_\_No \_\_\_\_\_

8. If yes, are you a top level \_\_\_\_, Middle level\_\_\_\_ or Low Level Management? \_\_\_\_\_

**Please put a tick mark in the appropriate box for the below questions**

1. Does your organization provide employees with motivational incentives?

1. Yes

2. No

3. If yes, what types of incentives are provided by your organization?

1. Financial Incentives

2. Non-financial incentives

3. Both

Any explanation

.....  
.....

4. How much are you satisfied with the incentives provided by the organization?

1. Highly satisfied

2. Satisfied

- 3. Neutral
- 4. Dissatisfied
- 5. Highly dissatisfied

6. Financial incentives motivates me more than non-financial incentives.

- 1. Strongly agree
- 2. Agree
- 3. Neither agree nor disagree
- 4. Disagree
- 5. Strongly disagree

6. Are you satisfied with your current salary?

- 1. Yes
- 2. No
- 3. Average feeling

Additional explanation.....

.....

.....

4. How frequent you receive monetary rewards?

1. Very frequently
2. Frequently
3. Sometimes
4. Not at all

5. The retirement benefits and the medical coverages provided by the organization are sufficient.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree

6. Reasonable bonuses are given to employees based on the company profit.

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. Does the management involve you in the decision making process which is connected to your department?

1. Yes
2. Occasionally
3. No

Additional explanation.....  
 .....

4. I am satisfied with the responsibility and role that I have in my work
5. Strongly agree
6. Agree
7. Neither agree nor disagree
8. Disagree
9. Strongly disagree

10. Please provide the following rates by giving the below scores,

**(5 strongly agree, 4 Agree, 3 neutral, 2 disagree, 1 strongly disagree)**

**No.Factors Rates**

1. There is a reasonable periodical increase of salary in the organization\_\_\_\_\_
2. Conducive Job security exists in the Organization\_\_\_\_\_

3. I usually experience an effective performance appraisal system \_\_\_\_\_
4. The company recognizes your work to be important for institutional growth \_\_\_\_
5. The organization follows a merit based competition for promotion\_\_\_\_\_
6. I personally witness that Fair and Transparent Administration in our organization \_\_\_\_\_

7. Rank the following factors which motivates you the most in your work place?  
 (Rank 1, 2, 3, 4 and 5.....respectively)

**No.Factors Rates**

- |    |                                    |       |
|----|------------------------------------|-------|
| 1. | Promotion                          | _____ |
| 2. | Flexible work hours                | _____ |
| 3. | Motivational discussions           | _____ |
| 4. | Recognition                        | _____ |
| 5. | Entertaining & Recreation Programs | _____ |
| 6. | Opportunity to learn and develop   | _____ |

**Please write your answer on the space provided**

1. Can you tell us the time when you were highly motivated and why?  
 \_\_\_\_\_  
 \_\_\_\_\_

2. What about the time you were highly de-motivated and why?

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3. What changes to be made to get you well motivated in your work?

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በአዲስ አበባ ዩኒቨርሲቲ

በድህረ ምረቃ ትምህርት ዘርፍ

የህዝብና ልማት አስተዳደር ዲፓርትመንት

ውድ መልስ ሰጪ

እኔ ስሜ ስለሺ ዳኛ ሲሆን በዚህ ዩኒቨርሲቲ በፕብሊክ ማኔጅመንትና ፖሊሲ ጥናት የማስተር ዲግሪ ተማሪ ነኝ። ስለሆነም ለመመሪያ ፅሁፌ ማሟያ ይረዳኝ ዘንድ እነዚህን መጠይቆች እንዲሞሉልኝ በትህትና ስጠይቅ ስምዎትን መግለፅ አስፈላጊ አለመሆኑንና የሚሰጡኝ መረጃ በምስጢር የሚያገዝ መሆኑን ከወዲሁ በመግለፅ ነው።

አመሰግናለሁ!!!

ጥያቄዎቹ የሚከተሉት ናቸው

- > መጠይቆቹን የመለሱበት ቀን \_\_\_\_\_
- > ዕድሜ \_\_\_\_\_
- > የታ \_\_\_\_\_
- > የትምህርት ደረጃዎ
  - ሀ/ አንደኛና መለስተኛ \_\_\_\_\_ ለ ሁለተኛ ደረጃ \_\_\_\_\_
  - ሐ/ ዲፕሎማ \_\_\_\_\_ መ የመጀመሪያ ዲግሪ \_\_\_\_\_ ሠ ድህረ ምረቃ \_\_\_\_\_
- > በዚህ ድርጅት ስንት ዓመት አገልግለዋል? \_\_\_\_\_
- > የስራ ድርሻዎ ምንድን ነው? \_\_\_\_\_
- > የማኔጅመንት አባል ነዎት? አዎ \_\_\_\_\_ አይደለሁም \_\_\_\_\_
- > መልስዎ አዎ ከሆነ በየትኛው የማኔጅመንት ደረጃ?
  - ሀ/ ከፍተኛ አመራር \_\_\_\_\_ ለ/ መካከለኛ \_\_\_\_\_ ሐ/ ዝቅተኛ አመራር \_\_\_\_\_

በአዲስ አበባ ዩኒቨርሲቲ

በድህረ ምረቃ ትምህርት ዘርፍ

የህዝብና ልማት አስተዳደር ዲፓርትመንት

ውድ መልስ ሰጪ

እኔ ስሜ ስለሺ ዳኛ ሲሆን በዚህ ዩኒቨርሲቲ በፕብሊክ ማኔጅመንትና ፖሊሲ ጥናት የማስተር ዲግሪ ተማሪ ነኝ። ስለሆነም ለመመሪያ ፅሁፌ ማሟያ ይረዳኝ ዘንድ እነዚህን መጠይቆች እንዲሞሉልኝ በትህትና ስጠይቅ ስምዎትን መግለፅ አስፈላጊ አለመሆኑንና የሚሰጡኝ መረጃ በምስጢር የሚያዝ መሆኑን ከወዲሁ በመግለፅ ነው።

አመሰግናለሁ!!!

ጥያቄዎቹ የሚከተሉት ናቸው

- > መጠይቆቹን የመለሱበት ቀን \_\_\_\_\_
- > ዕድሜ \_\_\_\_\_
- > የታ \_\_\_\_\_
- > የትምህርት ደረጃዎ
  - ሀ/ አንደኛና መለስተኛ \_\_\_\_\_ ለ ሁለተኛ ደረጃ \_\_\_\_\_
  - ሐ/ ዲፕሎማ \_\_\_\_\_ መ የመጀመሪያ ዲግሪ \_\_\_\_\_ ሠ ድህረ ምረቃ \_\_\_\_\_
- > በዚህ ድርጅት ስንት ዓመት አገልግለዋል? \_\_\_\_\_
- > የስራ ድርሻዎ ምንድን ነው? \_\_\_\_\_
- > የማኔጅመንት አባል ነዎት? አዎ \_\_\_\_\_ አይደለሁም \_\_\_\_\_
- > መልስዎ አዎ ከሆነ በየትኛው የማኔጅመንት ደረጃ?
  - ሀ/ ከፍተኛ አመራር \_\_\_\_\_ ለ/ መካከለኛ \_\_\_\_\_ ሐ/ ዝቅተኛ አመራር \_\_\_\_\_

የራይት ምልክት ያድርጉ

1. ድርጅትዎ የሰራተኛ ማበረታቻዎች ይሰጣል?

- አዎ
- አይሰጥም

2. መልስዎ አዎ ከሆነ ምን ዓይነት ማበረታቻዎች?

- የገንዘብ
- ሌላ ከገንዘብ ውጪ
- ሁለቱንም

ተጨማሪ ማብራሪያ ካለዎት \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. ድርጅትዎ በሚሰጠው ማበረታቻዎች ምን ያህል ይረካሉ?

- በከፍተኛ ደረጃ
- በጥሩ ሁኔታ
- በመካከለኛ ደረጃ
- እርካታ የለኝም

በፍጹም አልረካም  
ተጨማሪ አስተያየት ካለዎት \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. የገንዘብ ሽልማቶች ከሌሎች ማበረታቻዎች በተሻለ መልኩ ያረኩኛል:-

- በእጅግ እስማማለሁ
- እስማማለሁ
- አስተያየት የለኝም
- አልስማማም
- ፈፅሞ አልስማማም

ተጨማሪ አስተያየት ካለዎት \_\_\_\_\_

5. አሁን በሚከፈልዎት ደመወዝ ደስተኛ ነዎት?

- አዎ
- አይደለሁም
- መካከለኛ አስተያየት ነው ያለኝ

ተጨማሪ ማብራሪያ ካለዎት \_\_\_\_\_

6. በምን ያህል ጊዜ የገንዘብ ማበረታቻ ያገኛሉ?

- በጣም በተከታታይ
- በተከታታይ
- አልፎ አልፎ
- ጭራሽ የለም

ተጨማሪ ማብራሪያ \_\_\_\_\_

7. በመ/ቤቱ የሚሰጡ የጡረታና የጤና ሽፋኖች በቂ ናቸው።

- በእጅግ አስማማለሁ
- አስማማለሁ
- አስተያየት አልሰጥም
- አልሰማም
- ጨርሶ አልሰማም

8. ማኔጅመንቱ እርስዎን በክፍልዎ ስራዎች በውሳኔ አሰጣጥ ሂደቶች እንዲሳተፉ

- ያደርጋል
- አዎ
  - አያሳትፈኝም
  - አልፎ አልፎ

ተጨማሪ ማብራሪያ ካለዎት \_\_\_\_\_

\_\_\_\_\_

9. በስራዬ ባለኝ ኃላፊነትና ሚና ደስተኛ ነኝ።

- በእጅግ እስማማለሁ
- እስማማለሁ
- አስተያየት የለኝም
- አልስማማም
- ጨርሶ አልስማማም

10. ለሚከተሉት ሀሳቦች ከ1 እስከ 5 ነጥብ ይስጡ። መለኪዎቹ የሚከተሉት ናቸው

(5 አጅግ እስማማለሁ 4 እስማማለሁ 3 መካከለኛ 2 አልስማማም 1 ጨርሶ አልስማማም )

ሀ. ወቅታዊ የደመወዝ ጭማሪ ይሰጠናል። \_\_\_\_\_

ለ. የስራ ዋስትናችን አስተማማኝ ነው። \_\_\_\_\_

ሐ. ፍትሃዊ የስራ አፈፃፀም ምዘና ይካሄዳል \_\_\_\_\_

መ. የእርስዎ ስራ ለድርጅቱ እድገት ጠቃሚ በመሆኑ ድርጅቱ እቀውቅና ይሰጠዋል። \_\_\_\_\_

ሠ. ድርጅቱ ለደረጃ ዕድገት አሰጣጥ የሚጠቀመው ብቃትን መሰረት አድርጎ ነው

ረ. በድርጅቱ ነፃና ግልፅ የሆነ አስተዳደር አለ። \_\_\_\_\_

11. አሁንም በስራ ቦታዎ የሚረኩበትን ከላይ በተገለፀው ዓይነት ከ1-5 ነጥብ ይስጡ

- ሀ. የደረጃ ዕድገት \_\_\_\_\_
- ለ. ተለዋዋጭ የስራ ሰዓቶች \_\_\_\_\_
- ሐ. የማበረታቻ ውይይቶች \_\_\_\_\_
- መ. ዕውቅና ማግኘት \_\_\_\_\_
- ሠ. የሽርሽርና የመዘናኛ ፕሮግራሞች \_\_\_\_\_
- ረ. የትምህርትና ስልጠና ዕድሎች \_\_\_\_\_

የሚከተሉትን ጥያቄዎች ይመልሱ

1. በጣም የተበረታቱበትን ጊዜ ያስታውሳሉ ? በምን ምክንያት? \_\_\_\_\_

\_\_\_\_\_

2. በጣም ተስፋ የቆረጡበትን ጊዜስ ? ለምን? \_\_\_\_\_

\_\_\_\_\_

3. ለሰራተኞች እርካታ ምን መደረግ አለበት ይላሉ? መደረግ ያለባቸው ለውጦች ካሉ ቢገልፁልኝ \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Key Informant Interview (K I I) on Employee Motivation:**

**This Interview is especially designed to get feed-backs from the Managerial Level Employees and Labor Union Members. I'll use this part as a Countercheck or Triangulate Mechanism in order to make balance between the information I gathered from different respondents.**

Dear madam / Sir,

As part of my project, I would like to gather some information from you which will be used for an academic purpose. The information gathered will be strictly confidential and your name will not be mentioned.

**Kindly answer the following questions:**

1. Interview date \_\_\_\_\_
2. Age: \_\_\_\_\_
3. Sex: \_\_\_\_\_
4. Educational level  
A. Elementary / Junior High School \_\_\_\_ B. Secondary School \_\_\_\_\_ C. College Diploma \_\_\_\_  
D. First Degree \_\_\_\_ E. Post Graduate \_\_\_\_\_

1. At what level of Management you are working? Top \_\_\_\_ Middle \_\_\_\_ or Low Level \_\_\_\_\_
2. How long have you been working in the organization? \_\_\_\_\_
3. What is your position in the organization? \_\_\_\_\_

**Please provide me with relevant explanations for the below open ended questions**

4. Do you feel that management is really interested in motivating the employees? Please

Explain:

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.....

5. What types of incentives are provided to the employees by your organization, and how?

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6. How is the salary increment policy in your organization and do you think employees are well motivated with that?

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7. Does the management involve employees in decision making process in connection to their department? How often?

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8. Is the work atmosphere and communication between the Labor Union and Management peaceful? If not what are the disagreements and what kind of solutions have been made?

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9. Could you please give us some examples of non-monetary incentives that the organization provides to employees?

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10. Could you please give me short briefings about the following?

1. The job Security Issues

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2. Employee Turnover Rate

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3. Employee Retention Rate

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4. Recognition and Empowerment

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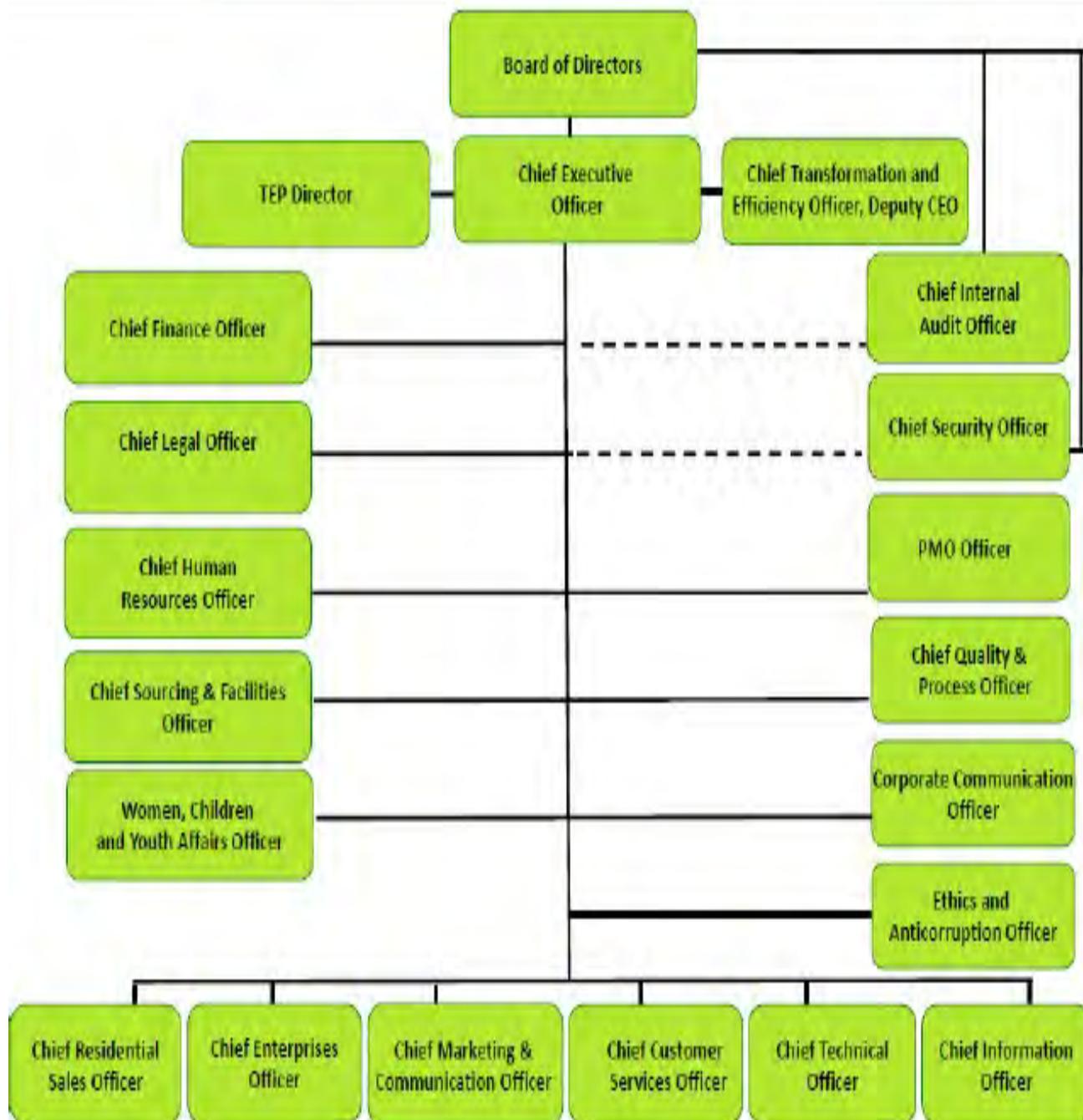
5. Regulations for Fair Employment, Selection and Promotion

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**Ethio – Telecom Head Office**



## Organizational Structure of Ethio-Telecom



**Vision:**

To be a world-class provider of telecom services,

**Mission:**

Connect every Ethiopian through information communication technology. Provide telecommunication services and products that enhance the development of our nation. Build reputable brand known for its customers' consideration. Build its managerial capability that enables Ethio Telecom to operate an international standard.