

Impact of Motivation on the Job Performance of Public Enterprise Employees in Ethiopia: The Case of Ethio-Telecom

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ABSTRACT

This study investigates the nexus between employee motivation and job performance in public enterprises in Ethiopia with specific focus on ethio-telecom. A structured questionnaire was administered to 56 human resource management employees of the enterprise. The research used descriptive and inferential statistics. The descriptive analysis shows the mean and standard deviation of respondents score on intrinsic motivation, extrinsic motivation, and job performance; the result shows that the employees have above average scores on the dependent and independent variables. In order to determine the influence of motivation on job performance, multiple regression was utilized. To assess whether the mean scores of respondents on the motivation and job performance factors are statistically different from one another based on demographic variables, independent t-test and one-way Analysis of Variance (ANOVA) were employed. Hence, the result of the study shows that the relationship between intrinsic motivation and job performance is statistically insignificant; the coefficient of the variable demonstrates that the employee's high level of intrinsic motivation might have led them to perform worse. On the other hand, the link between extrinsic motivation and the human resource management employee's performance is positive and significant; it indicates that ethio-telecom's attempt to enhance the level of its employee's extrinsic motivation is effective in improving their job performance. The result of the independent t-test and one-way analysis of variance points out that there are no statistically significant differences in intrinsic motivation, extrinsic motivation, and job performance based on the employees gender, age, work experience, salary, and marital status. Nevertheless, there is a statistically significant difference in motivation across educational qualifications; employees with advanced degrees have significantly lower mean scores on intrinsic and extrinsic motivation factors. This article recommends ethio-telecom to provide moderate levels of intrinsic motivation to its human resource management employees. Moreover, the organization can generate better performance from its employees if it works to improve the motivation level of workers who have advanced educational qualifications.

Key words: *Intrinsic Motivation, Extrinsic Motivation, Job Performance, Survey, Multiple Regression, Independent t-test, ANOVA, Public Enterprise, Ethiopia*

1. INTRODUCTION

The Ethiopian Public Enterprise Proclamation 25/1992 article 2 (1) defines a public enterprise as “a wholly state-owned enterprise established pursuant to the same Proclamation to carry on for gain manufacturing, distribution, service rendering or other economic and related activities”. Ethio-telecom is one of the public enterprises in Ethiopia that has a monopoly over all telecommunication services in the country. The role of ethio-telecom in Ethiopia is manifested in the huge amount of capital it commands, its important positive contributions to the nation's development, and the magnitude of the economy's dependence on the enterprise. The public enterprise has made considerable contributions to domestic capability building by providing essential services in telecommunication since its introduction to Ethiopia by Emperor Menelik II in 1894. The enterprise is also an important source of revenue for the government and plays a significant role in the creation

of employment opportunity. In the 2020/21 fiscal year, ethio-telecom generated total revenue of 55.8 billion Birr. The company also has more than 31,000 employees.

All these point to the fact that the state of ethio-telecom is a significant variable for the performance of the Ethiopian economy. Given the importance of the enterprise to the country's economy, it is important for the government to understand what tools the public enterprise can leverage to improve its performance and increase its chances of survival. Among other factors, employee motivation practices appear to be one of the ways that the enterprise can use to enhance its effectiveness.

Motivation has always been complex to define. It might have been most precisely explained by Dwight Eisenhower: ``Motivation is the art of getting people to do what you want them to do because they want to do it`` (McFarlin and Sweeney, 2013). It is the power that invigorates, directs, and maintains behavior (Armstrong, 2014). Motivation has a significant effect on the performance of employees both in the public and private sectors. It makes a substantial impact on employee job performance and ultimately on firm performance if appropriate policies and processes are introduced. This is because high employee job performance is achieved by well-motivated workers who have the will to use discretionary effort to independently do more than what is expected of them (Armstrong, 2014).

Past researches on the link between employee motivation and job performance have consistently shown a positive relationship. For example, Hunter *et al* (1990) found that there was a difference of 19 percent in performance between motivated and unmotivated employees in a fairly basic role; this difference in performance reaches to 48 percent for highly complex jobs (*Ibid*). Leaders who are capable of creating high levels of motivation in their employees can get more work out of five people than their less inspiring equivalents can get out of ten (Wagner and Hollenbeck, 2010).

Although many studies examined the impact of motivation on performance, they focus almost exclusively on the private sector in a developed country context; as a result, our current understanding of the role that motivation plays in public enterprises in a developing country context is limited. In addition, studies showing the nexus between motivation and performance are scanty in Ethiopia. Therefore, this study examined the influence of motivation on the performance of ethio-telecom employees in Ethiopia; thereby, expands our understanding of the relationship between motivation and job performance in the public sector in a developing country context.

The paper suggests ethio-telecom to give moderate levels of intrinsic motivation to its human resource management employees. In addition, the company can generate better performance if it continues to give more emphasis to extrinsic motivation as there is a significant positive association between extrinsic employee motivation and job performance in the organization. Moreover, the company can cause improved performance from its employees if it enhances the motivation level of workers who have advanced educational qualifications.

The article is ordered as follows. A short summary of theoretical background on motivation is presented in part 2. The methods used in the study are discussed in part 3. In part 4, the conceptual framework and hypotheses for the study are stated. The results of the study are examined in part 5. In part 6, the hypotheses of the study are tested. Finally, the concluding remarks of the article are forwarded in part 7.

2. THEORETICAL BACKGROUND

This section develops a framework for analyzing the relationship between motivation and performance in Ethiopian public enterprises. It presents a theoretical perspective through which the reader will get an idea about the meaning of motivation and job satisfaction. The major theories of motivation that have relevance to an organizational setting have also been explained.

2.1 The concept of motivation

Motivation is the main reason why human beings do things or behave in a certain way. Therefore, management of any organization should be able to harness the motivation of its employees in order to create a more motivated workforce to achieve its organizational objectives (Quick and Nelson, 2009) and to get a competitive advantage over its competitors (Wagner and Hollenbeck, 2010).

The concept of motivation is one of the more difficult and complex topics in public management. It originates from the Latin word *movere*, which means "to move" (Quick and Nelson, 2009). There is no one best definition for the word motivation; there are more than 140 in the literature (Kleinginna and Kleinginna, 1981; cited in Wilson, 2010). Vroom (1964) defines motivation as a process that governs choices. It is the process of evoking and upholding goal-directed behavior (Quick and Nelson, 2009). Motivation is the will to engage in a particular task or behavior (Kind and Lawley, 2013). It is the energy (Wagner and Hollenbeck, 2010) and force (Bratton, 2007) that a person is willing to devote to a voluntary behavior.

2.2 Major theories of motivation

The various theories of motivation try to explain the nature of motivation and predict observable behaviors (Quick and Nelson, 2009), explain how employees' behavior is aroused, shaped, and sustained (Bratton, 2007).

Motivation theories are generally classified as content and process theories in the literature. The content theories of motivation presuppose all employees to have a common set of basic needs; while process theories assume motivation as a process employees have to go through during and after their behavior (Bratton, 2007).

2.2.1 Content theories of motivation

Maslow's Need Hierarchy

Maslow's theory of motivation has a hierarchy with five categories. He named the five hierarchical need categories as physiological needs, safety and security needs, love (social) needs, esteem needs, and the need for self-actualization (Quick and Nelson, 2009). Abraham Maslow's theory of human motivation assumes that the physiological and safety needs are the lower-level needs that predominate human behavior until they are satisfied. After the lower-level needs are met, people work towards the next higher-order needs in order to fulfill their need for belongingness, love, and positive social regard by others. The progression continues until human beings realize their full potential, which Abraham Maslow labeled the self-actualization need (Bratton, 2007).

Motivators and Hygiene Factors

Frederick Herzberg's motivators and hygiene factors theory starts with the real characteristics of the job itself. During his training as a clinical psychologist, Herzberg and his associates conducted an in-depth interview with 4000 respondents to develop the motivator-hygiene theory (Wood *et al*, 2010).

Motivating factors are factors that relate to job satisfaction of an employee. They are intrinsic factors that satisfy the higher-level needs on Maslow's hierarchy (Kind and Lawley, 2013). The factors consist of achievement, recognition, the work itself, responsibility, and personal growth (Herzberg, 1987). On the other hand, Hygiene factors relate to job dissatisfaction. They are extrinsic factors that resemble the lower-level needs on Maslow's hierarchy of needs. They include company policy, supervision, interpersonal relationships, working conditions, job status, job security, and pay (Herzberg, 1987).

McGregor's Theory X and Theory Y

Douglas McGregor (1960) argues that assumption about workers behavior has a positive or negative impact on managerial decisions. He categorizes the assumptions in to two – Theory X and Theory Y. Theory X assumes that human beings dislike work and do what they can to avoid it; as a result, employees should be coerced and threatened to realize organizational objectives. In contrast, Theory Y suggests that the average human being likes work as it is necessary to everyone's psychological growth; hence, enough authority and latitude should be delegated to workers so that they can contribute their best for the attainment of organizational objectives (McGregor, 1960).

2.2.2 Process theories of motivation

Adams Equity Theory

J Stacy Adams' (1963) equity theory is based on social comparison. He argues that when workers measure the fairness of their work outcomes as compared with other employees, felt inequality is a motivating state of mind. Inequity exists when employees believe that the rewards they receive for their contributions are unequal to the inducements that other workers appear to have received for their inputs (Wood, 2010; Quick and Nelson, 2009). When such inequity is perceived by the employees, they will be aroused to get rid of the uneasiness and to reinstate a sense of felt equity to the situation (Wood, 2010; McFarlin and Sweeney, 2013).

Vroom's Expectancy Theory

Vroom's expectancy theory supposes a rational model of decision making by which people evaluate the costs and benefits of various courses of inputs and outcomes, and decide on the alternative with the highest reward (Bratton, 2007). The key constructs of the theory are expectancy, instrumentality, and valence (King and Lawley, 2013). The theory is founded on the notion that there are relationships among the effort employees put forth (expectancy), the performance they achieve (instrumentality), and the outcomes they receive (valence) (Quick and Nelson, 2009).

2.3 The concept of job satisfaction

The word 'job satisfaction' was coined by Hoppock (1935); it was used to refer psychological, physiological, and environmental conditions that make employees feel satisfied with their job (Darmody and Smyth, 2010). It is a pleasing emotional state from the perception that one's job fulfills

essential job values (Wagner and Hollenbeck, 2010). Job satisfaction is a positive or negative reaction to an individual's overall work condition (Wood et al, 2010).

2.4 Determinants of job satisfaction

Numerous variables determine the level of employees' satisfaction with their job. These variables include intrinsic and extrinsic features of the job such as pay, promotion, recognition, leadership and supervision, fringe benefits, communication, working condition, and the work itself.

Demographic factors also have an impact on the job satisfaction or dissatisfaction level of workers. Such variables include age, length of service, gender, educational level, marital status, number of dependents, number of previous occupations, and ethnicity (Herzberg et al, 1957; cited in Scott, 2005).

2.5 Consequences of job dissatisfaction

Low performance at the individual and organizational level, high healthcare costs, high absenteeism, high turnover, workplace violence and sabotage, and low organizational commitment and poor citizenship are some of the consequences of job dissatisfaction, (Wagner and Hollenbeck, 2010).

To sum up, the section on literature review begins by describing the concept of motivation and some of its main theories. Motivation theories are generally classified in to two: content theories of motivation and process theories of motivation. Maslow's need hierarchy, Herzberg's motivators and hygiene factors, and McGregor's theory X and theory Y are discussed from the content theories of motivation. Adams's equity theory and Vroom's expectancy theory are explained from the process theories of motivation. The concept of job satisfaction is also defined. Numerous variables determine the level of job satisfaction; these variables include demographic data, intrinsic features of the job, and extrinsic variables. Finally, the consequences of job dissatisfaction are pointed out. The next part describes the research methodology that was used to carry out the study.

3. METHODS

The following section discusses the methodological approaches that were utilized by the researcher. The research embodies both quantitative and qualitative data. The researcher used survey method to obtain data from respondents. Both primary and secondary sources of data were used in the study. The primary sources of data were human resource management employees of ethio-telecom in Addis Ababa. Questionnaire and interview techniques were employed to collect the primary data from the respondents. The secondary sources of data included statistical data on the employees profile, policy and program documents, and literatures written by different authors.

The data collection questionnaire had a total of 36 closed-ended questions and has the following three major parts: *Demographic part*: The participants were asked seven questions about their gender, age, position, marital status, educational qualification, salary, and job experience. *Individual level of motivation part*: This part has sixteen 5 point Likert scale questions to identify the level of intrinsic and extrinsic motivation of ethio-telecom employees. The questions were designed based on Hertzberg's (1957) two factor theory. *Individual Work Performance Questionnaire (IWPQ)*: This part has thirteen 5 point Likert scale questions. These questions were modified and used to identify the level of self-reported performance of ethio-telecom employees. The IWPQ has three main

components: task performance, contextual performance, and counterproductive work behavior. The questions were developed by Koopmans *et al* (2013).

Cronbach's alpha was also performed to check the internal consistency of the measurement scales. Table 1 shows the results of the coefficient alpha as 0.879 for intrinsic motivation, 0.884 for extrinsic motivation, and 0.952 for job performance, indicating that the questions in each construct are measuring a similar concept. This is because, as suggested by Cronbach (1951), reliability coefficients that are greater than or equal to 0.7 show that the questions in each construct are internally consistent.

Table 1: Testing Reliability with Cronbach's Alpha

Motivation and job performance factor	Number of items	Cronbach's alpha
Intrinsic Motivation	6	0.879
Extrinsic Motivation	10	0.884
Job Performance	13	0.952

The research population for the study was HRM employees of ethio-telecom. The HRM section of ethio-telecom at its headquarter has a total of 159 employees in four sub-sections. However, the population for this study constitutes 128 employees as the rest 31 employees are medical staffs who are working in the clinic of the organization.

Stratified random sampling was used since the population consists of four sub-units. Then simple random sampling was employed to ensure that all human resource professionals of the public enterprise have equal chance of being selected to avoid sample bias and ensure that the results are reliable enough to be generalized for the rest of the research population.

The questionnaires were then distributed proportionally to the four HRM sub-units of ethio-telecom as follows: 16 questionnaires for Human and Organizational Development Sub-unit, 12 for Compensation and Benefit, 15 for Employee Service and Delivery, and the remaining 14 were allocated to the Placement Sub-unit.

The number and percentage of questionnaires that were distributed and returned is presented in table 2.

Table 2: Distribution of the sample

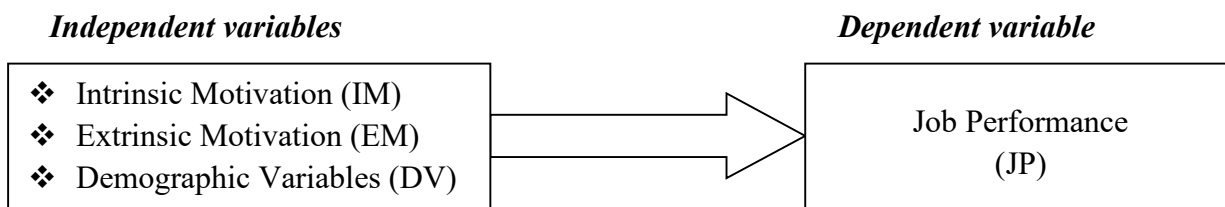
No.	HRM Sub-Unit	Location	Distributed and Returned Questionnaire		
			Distributed	Returned	Percent
1	Human and Organizational Development	Head Office	16	15	93.75
2	Employee Service and Delivery	Head Office	15	15	100
3	Placement	Head Office	14	14	100
4	Compensation and Benefit	Head Office	12	12	100
Total			57	56	98.24

Ethio-telecom has been selected as a case because it is one of the most successful public enterprises in Ethiopia that has been operating in the country for more than a century. In addition, it generates huge amount of revenue for the government annually. Moreover, the enterprise has created employment opportunity for thousands of Ethiopians. As one of the reasons for organizational success is the proper handling of human resources, ethio-telecom might have an accumulated experience on how to effectively motivate and manage its human assets. Therefore, identifying the nexus between motivation and job performance at ethio-telecom can be used as lessons learned for other public enterprises in Ethiopia and worldwide.

The impact of motivation on the performance of ethio-telecom employees was analyzed and interpreted by using descriptive and inferential statistical methods. The descriptive statistical methods include frequencies, percentages, mean, and standard deviation values as appropriate. To assess the strength of relationship and the strength of a cause-and-effect relationship between and among the variables, multiple regression analysis was used. To determine whether the mean scores on intrinsic motivation, extrinsic motivation, and job performance are significantly different among employees based on demographic variables, independent t-test and one-way analysis of variance were employed. The data were then analyzed by using Statistical Package for Social Sciences (SPSS) software.

4. CONCEPTUAL MODEL AND HYPOTHESES FOR THE STUDY

Figure 1: Conceptual model of the impact of motivation on job performance



This research studied the impact of motivation on the performance of ethio-telecom HRM employees based on the following three propositions:

Hypotheses 1:

H₁: There is a significant relationship between intrinsic motivation and job performance in ethio-telecom.

H₀: There is no significant relationship between intrinsic motivation and job performance in ethio-telecom.

Hypotheses 2:

H₁: There is a significant relationship between extrinsic motivation and job performance in ethio-telecom.

H₀: There is no significant relationship between extrinsic motivation and job performance in ethio-telecom.

Hypotheses 3:

H₁: There is a significant difference in motivation among ethio-telecom employees based on demographic differences.

H₀: There is no significant difference in motivation among ethio-telecom employees based on demographic differences.

The model of the study was based on the function: $Y = (IM, EM, Age, WE, Sal, EQ, Gen, MS)$. Therefore, the multiple regression model for this study was:

$$Y = 0 + 1IM + 2EM + 3Age + 4WE + 5Sal + 6EQ + 7Gen + 8MS + e$$

Where:

Y = Job performance

IM = Internal Motivation

EM = External Motivation

Age = Age

WE = Work Experience

Sal = Salary

EQ = Educational Qualification

Gen = Gender

MS = Marital status

e = Random Error

In the multiple regression model, $0, 1, 2, 3, 4, 5, 6, 7,$ and 8 are the parameters and the error term e accounts for the variability in the dependent variable y (*Job Performance*) that cannot be explained by the linear effect of the independent and control variables (*Intrinsic Motivation, Extrinsic Motivation, and Demographic Variables*).

5. RESULTS

5.1 Result of the Descriptive Statistics

Table 3 depicts the demographic background of the respondents in terms of gender, age, marital status, educational qualification, monthly salary, and work experience. Out of the 56 respondents, the majority (53.6%) were female, while the remaining 46.4% were male. In terms of age, half of the respondents were between the age group 31-40, those who are between the age group 20-30 constitute 25% of the sampled respondents, 12 (21.4%) respondents were between 41-50, and the remaining 3.6% of the study participants were above the age of 50. The marital status of the study participants demonstrates that the majority (53.6%) are married, followed by single (32.1%) respondents, and those respondents who are divorced account for 14.3% of the study participants. 28 (50%) of the respondents have masters degree, followed by bachelor degree holders (39.3%), the rest 10.7% have PhD degree. Looking the data on the respondents' salary illustrates that 64.3% of the study participants earn a monthly salary that is above Birr 20,000, those who earn a monthly salary between Birr 10,000-20,000 constitute 28.6% of the respondents, the remaining 7.1% get below Birr

10,000 per month. The data on length of service of the respondents shows that the greater part (71.4%) have less than 10 years of work experience, those who have worked for ethio-telecom between 10 to 20 years and above 20 years are tied with 14.3% each.

Table 3: Demographic background of the respondents

Demographic Background		Number	Percentage
Gender	Male	26	46.4
	Female	30	53.6
Age	20-30	14	25
	31-40	28	50
	41-50	12	21.4
	Above 50	2	3.6
Marital Status	Single	18	32.1
	Married	30	53.6
	Divorced	8	14.3
Educational Qualification	BA/BSc	22	39.3
	MA/MSc	28	50
	PhD	6	10.7
Monthly Salary	Below Birr 10,000	4	7.1
	Birr 10,001- 20,000	16	28.6
	Birr 20,001 – 30,000	22	39.3
	Birr 30,001 – 40,000	12	21.4
	Above 40,000	2	3.6
Work Experience	Below 10 years	40	71.4
	10 – 20 years	8	14.3
	Above 20 Years	8	14.3

Table 4 presents the result of the descriptive analysis for the intrinsic motivation, extrinsic motivation, and job performance factors that were presented to the participants during the study.

The mean result of the intrinsic motivation factors ranges from 3.39-3.75 out of 5. This shows that human resource management professionals of ethio-telecom somewhat agree that the organization provides them with opportunities for achievement and recognizes them for the achievements. In addition, the employees are offered jobs that are rewarding and match their skills and abilities. Moreover, the company gives its human resource management employees as much responsibility on their work as possible. Furthermore, ethio-telecom offers training and development opportunities so that the employees grow personally. The employees are also provided with advancement opportunities in the form of internal promotion.

Table 4: Mean and standard deviation of the motivation and job performance factors

Intrinsic Motivation	Mean	SD
Achievement	3.57	0.959
Recognition	3.75	0.887
Work itself	3.57	0.879
Responsibility	3.68	1.020
Advancement	3.39	0.994
Growth	3.54	0.962
Extrinsic Motivation	Mean	SD
Company policy and administration	3.46	0.881
Supervision practice	3.71	0.763
Relationship with supervisor	3.57	0.997
Working condition	3.71	0.659
Salary	3.14	0.932
Relationship with co-workers	3.75	0.887
Personal life	4.00	0.770
Relationship with subordinates	3.82	0.905
Job status	3.57	0.742
Job security	3.61	0.832
Job Performance	Mean	SD
Planning	4.05	0.944
Results-orientation	4.00	1.089
Task prioritization	4.04	0.922
Efficiency	4.04	0.999
Time management	3.89	1.100
Taking initiative	3.82	1.020
Accepting challenging tasks	3.93	0.813
Updating job-related knowledge	4.00	0.720
Updating work-related skills	3.93	0.604
Coming up with creative solutions for new problems	3.68	0.863
Taking extra responsibilities	3.86	0.803
Seeking new challenges in work	3.68	0.819
Actively participating in meetings and consultations	3.43	0.836

It can be observed from table 4 that the mean values of the extrinsic motivation factors are in between 3.14-4.00 out of 5. This demonstrates that human resource management professionals of ethio-telecom are happy with their personal life, and believe that the administration system and policies of the organization make their job easier. The supervision practices of the company are also effective and supportive. In addition, the employees are satisfied because of the relationship that they have with their supervisor, peers, and subordinates. Moreover, the human resource management professionals are proud to work for ethio-telecom because of the pleasant working conditions. Furthermore, the employees believe that they have job security and are provided with meaningful work to build their job status; although they are neither satisfied nor dissatisfied with the amount of salary that is paid to them on a monthly basis.

Finally, the mean of job performance factors is on the continuum from 3.43-4.05 out of the 5 point Likert scale. This shows that the human resource management professionals of ethio-telecom plan their work and finish it on time efficiently. In addition, they priorities their day-to-day activities, and are results-oriented. They also keep their job-related knowledge and skills up-to-date. Moreover, the employees somewhat agree that they take the initiative to start new tasks and take extra responsibilities when they are available to them. Furthermore, the human resource employees of ethio-telecom seek new challenges in their work and seize the opportunity when the challenging tasks are presented to them. Lastly, the employees provide creative solutions to novice problems and participate actively in meetings.

5.2 Result of the Inferential Statistics

The regression analysis model summary table shows the relationship that the independent and controlling variables have with the dependent variable - job performance. The table depicts the six possible models that can possibly be used to determine the impact of motivation on the work performance of human resource management employees at ethio-telecom. Backward elimination variable selection method was used to identify the six potential models together with their coefficients, probability values, R Square, and Adjusted R Squares. The method uses probability values as a criterion to enter or remove variables from each model. Model 1 has all the study variables – intrinsic motivation, extrinsic motivation, age, work experience, monthly salary, educational qualifications, gender, and marital status. Then the variable salary is removed from the equation in Model 2. Next, Model 3 excludes work experience from the list of possible independent variables. Marital status is also removed from Model 4. After that, educational qualification is eliminated from Model 5. Finally, Model 6 reduces intrinsic motivation from the remaining predictors.

This research used Adjusted R^2 as a criterion to select the model for the study. Accordingly, model 4 has been selected as the best model to predict the level of job performance of human resource management professionals of ethio-telecom. The model has five independent and controlling variables – intrinsic motivation, extrinsic motivation, age, educational qualification, and gender – with the highest Adjusted R Square value (0.459). This shows that the independent variables (intrinsic motivation and extrinsic motivation) together with the control variables (age, educational qualification, and gender) explain 45.9% of the variability in employee work performance in the human resource management unit of ethio-telecom. The analysis of variance result of Model 4 ($F=5.407$, $p<0.01$) confirms the overall fitness of the model; it shows that the model is suitable to measure the impact of the motivational factors on the work performance of the employees.

Table 5: Result of Regression Analysis

Variables	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
	B	p	B	P	b	p	b	p	B	p	b	P
(Con)	3.002	.034	3.053	.026	3.068	.023	3.137	.019	1.727	.020	1.502	.038
IM	-.327	.189	-.304	.191	-.288	.197	-.343	.112	-.280	.188		
EM	1.040	.003	1.010	.002	1.017	.001	1.044	.001	1.141	.000	.895	.000
Age	-.031	.229	-.030	.231	-.036	.040	-.038	.030	-.035	.048	-.033	.063
WE	-.021	.624	-.015	.693								
Sal	5.846	.740										
E-6												
EQ	-.265	.211	-.268	.195	-.263	.193	-.265	.188				
Gen	.542	.095	.577	.056	.536	.052	.494	.066	.452	.093	.569	.031
MS	-.141	.404	-.147	.372	-.150	.351						
R^2	0.588		0.585		0.582		0.563		0.524		0.484	
Adj. R^2	0.405		0.433		0.456		0.459		0.438		0.417	
A	F	3.211		3.832		4.639		5.407		6.061		7.199
N	P	0.019		0.009		0.004		0.002		0.002		0.001
O												
V												
A												

The regression equation that can be used to find the influence of employee motivation on the job performance of ethio-telecom's human resource management employees takes the following form:

$$JP = 3.137 + (-0.343IM) + 1.044EM + (-0.038Age) + (-0.265EQ) + (0.494Gen)$$

Where;

JP = Job Performance

IM = Intrinsic Motivation

EM = Extrinsic Motivation

Age = Age

EQ = Educational Qualification

Gen = Gender

As can be seen from the model, extrinsic motivation has a positive and statistically significant impact on the job performance of human resource management professionals at ethio-telecom with $p < 0.01$. On the contrary, workers intrinsic motivation has a negative but statistically insignificant relationship with the level of work performance of the employees.

6. HYPOTHESES TESTING

Hypothesis 1:

H₁: There is a significant relationship between intrinsic motivation and job performance in ethio-telecom.

H₀: There is no significant relationship between intrinsic motivation and job performance in ethio-telecom.

The result of the regression analysis on table 5 ($b = -0.343$, $p > 0.05$) indicates that the nexus between intrinsic motivation and job performance is statistically insignificant. The finding of the study rejects the alternative hypothesis and fails to reject the null hypothesis that there is no significant relationship between intrinsic motivation and job performance. In addition, the negative coefficient signifies that ethio-telecom's investment in intrinsic motivation is hurting the level of job performance of its employees; it can be interpreted as for every 1 unit shift in intrinsic motivation, other predictors in the model remaining constant, there will be a 0.343 unit opposite direction shift in the level of job performance of ethio-telecom's human resource management employees.

The finding is an anomaly although the effect is statistically insignificant. This apparent irregularity is better explained through a recent work by Shin and Grant (2019). The article tries to expose the dark side of intrinsic motivation. According to the authors, research works that have been conducted so far focus exclusively on the effect of intrinsic motivation on one task, while in reality jobs consist of more than one task. Therefore, the researchers investigated if high intrinsic motivation for one task can lower performance of less intrinsically motivating tasks. They have found out that when intrinsic motivation for one task is beyond the reasonable level, employee performance on that specific task improves while it decreases on other tasks. In contrast, lower intrinsic performance in one task was linked with enhanced performance on other tasks (*Ibid*). This finding may advance knowledge to explain the situation of human resource management employees at ethio-telecom; the employees might have given too much intrinsic motivation for one task that ultimately had a negative impact on the performance of other tasks.

Hypothesis 2:

H₁: There is a significant relationship between extrinsic motivation and job performance in ethio-telecom.

H₀: There is no significant relationship between extrinsic motivation and job performance in ethio-telecom.

As can be seen from table 5, the connection between extrinsic motivation and human resource management employees performance is positive and statistically significant ($b = 1.044$, $p < 0.01$). Consequently, the result of the study rejects the null hypothesis and accepts the alternative that there is a significant relationship between extrinsic motivation and job performance at ethio-telecom. The positive coefficient suggests that ethio-telecom's effort to improve the level of its employee's extrinsic motivation has borne fruit. It can be deduced as for every 1 unit shift in extrinsic motivation, other explanatory variables in the model remaining stable, there will be a 1.044 unit similar direction shift in the level of human resource management employee's performance at ethio-telecom.

The finding has implications for ethio-telecom. The company's policies and administration systems are making its human resource management employees jobs easier. The human resource management wing of ethio-telecom also has an effective and supportive supervision practices. In addition, there is good relationship among the human resource management unit supervisors, peers, and subordinates. Moreover, ethio-telecom has pleasant working conditions. Although the employees are neutral towards the competitiveness of their salary, they believe that ethio-telecom has provided them with job status and security.

Hypothesis 3:

H₁: There is a significant difference in motivation among ethio-telecom employees based on demographic differences.

H₀: There is no significant difference in motivation among ethio-telecom employees based on demographic differences.

Table 6: Result of Independent t-test and one-way ANOVA Analysis

Demographic Variables	Intrinsic Motivation		Extrinsic Motivation		Job Performance	
	F/t	p	F/t	p	F/t	p
Gender	1.828	0.079	0.318	0.753	-1.336	0.200
Age	0.073	0.974	1.579	0.220	1.668	0.200
Work experience	0.182	0.835	0.329	0.723	0.060	0.941
Educational qualification	10.264	0.001	10.133	0.001	1.853	0.178
Salary	0.905	0.478	2.020	0.125	0.326	0.857
Marital status	1.702	0.203	2.779	0.081	1.761	0.193

Table 6 tests whether there are statistically significant differences in scores on intrinsic motivation, extrinsic motivation, and job performance across various demographic variables. Accordingly, an independent sample t-test was employed to check if there is a noteworthy difference in scores between the dependent variables (intrinsic motivation, extrinsic motivation, and job performance)

and the independent variable (gender). The result reveals that there is no statistically significant difference in scores on intrinsic motivation, extrinsic motivation, and job performance between female and male human resource management employees of ethio-telecom, with $t=1.828$, $p>0.05$; $t=0.318$, $p>0.05$, and $t=-1.336$, $p>0.05$ respectively. The alternative hypothesis is therefore rejected at 5% level of significance; accepting the null hypothesis that there is no significant difference in motivation and job performance based on gender of the respondent at ethio-telecom.

One-way analysis of variance was conducted to find out if there is a significant difference in motivation and job performance among the four age groups in the study; 20-30 years, 31-40 years, 41-50 years, and above 50 years. The result from table 6 shows that there is no significant difference in intrinsic motivation ($F=0.073$, $p>0.05$), extrinsic motivation ($F=1.579$, $p>0.220$) and job performance ($F=1.668$, $p>0.005$) across the four age groups. Accordingly, the study fails to reject the null hypothesis; hence discards the alternative hypothesis which states that there is significant difference in motivation and job performance among the various age groups.

Analysis of variance was also employed to test the existence of significant difference in work motivation and job performance based on length of service; below 10 years, between 10 to 20 years, and above 20 years. The findings of the study demonstrates that there is absence of significant variation among the three work experience groups with regard to intrinsic motivation, extrinsic motivation, and job performance with $F=0.182$, $p>0.05$; $F=0.329$, $p>0.05$, and $F=0.060$, $p>0.05$ respectively.

The existence of significant difference on motivation and job performance across educational qualifications was also tested by using one-way analysis of variance. The difference in job performance is insignificant among the level of education categories with $F=1.853$, $p>0.05$. However, there is a statistically significant variation in intrinsic and extrinsic motivation among ethio-telecom employees based on their level of education with $F=10.264$, $p<0.01$; and $F=10.133$, $p<0.01$ respectively. Consequently, the null hypothesis for the study is rejected for the case of the motivational factors only; thereby, accepting the alternative hypothesis that there is a statistically significant difference in intrinsic and extrinsic motivation of ethio-telecom human resource management employees based upon their educational qualification. In order to find out where the difference exists, the mean scores for intrinsic and extrinsic motivations were calculated across the respondent's level of education.

Table 7: Mean score of respondents on motivational factors based on educational qualification

Educational Qualification	Intrinsic Motivation	Extrinsic Motivation
	Mean	Mean
BA/BSc	3.871724	3.913766
MA/MSc	3.576913	3.573695
PhD	2.040102	2.643754

Table 7 above depicts that bachelor degree holders have the highest intrinsic and extrinsic motivation, followed by master's degree holders. Nevertheless, PhD degree holders who are working at the human resource management unit of ethio-telecom have the least and significantly different mean score on intrinsic and extrinsic motivation as compared with the other educational qualification categories. This shows that employees with PhD degrees are dissatisfied with the extrinsic and intrinsic aspects of their job. Intrinsically, they are discontented with the achievement, recognition, responsibility, advancement, and growth opportunities of the organization. In addition, they do not

also feel that their job is rewarding and matches their skills and abilities. On the other hand, extrinsically, they are dissatisfied with the company policy and administration, supervision practice, with the relationship that they have with their superior, peers, and subordinates. The human resource management employees with PhD degree are also unhappy with the working condition, salary, job status, and job security conditions of ethio-telecom.

To identify the differential impact of motivation and job performance across various salary groups (below 10,000 Birr, between 10,000 and 20,000, 20,001-30,000, 30,001-40,000, and above 40,000), one-way analysis of variance was used. Consequently, the result supports the null hypothesis that there is no statistically significant score variation on intrinsic motivation ($F=0.905$, $p>0.05$), extrinsic motivation ($F=2.020$, $p>0.05$), and job performance ($F=0.326$, $p>0.05$) based on employees salary level.

Finally, analysis of variance was employed to determine the effect of marital status on employee's scores of motivation and job performance. The result of the study revealed that there was no statistically significant difference in scores on intrinsic motivation, extrinsic motivation, and job performance based on the marital status of the respondents with $F=1.702$, $p>0.05$; $F=2.779$, $p>0.05$; and $F=1.761$, $p>0.05$ respectively.

To sum up, extrinsic motivation has a positive and statistically significant impact on the job performance of human resource management professionals at ethio-telecom. In contrast, the employee's intrinsic motivation has a negative but statistically insignificant relationship with their level of work performance. In addition, there are no statistically significant differences in scores on intrinsic motivation, extrinsic motivation, and job performance across the human resource management employees of ethio-telecom based on their gender, age, work experience, salary, and marital status. However, human resource management employees of ethio-telecom who are PhD degree holders have the least and significantly different mean score on intrinsic and extrinsic motivation as compared with the other educational qualification categories.

7. CONCLUSION

Motivation is the key in effective public management. One of the secrets of successful public managers is to know the art and science of arousing and sustaining the motivation level of their workers in order to accomplish the public organization's goals and objectives. The concept of motivation is generally divided into two: intrinsic and extrinsic. Intrinsic motivation consists of achievement, recognition, the work itself, responsibility, and personal growth. On the other hand, extrinsic factors include company policy, supervision, interpersonal relationships, working conditions, job status, job security, and pay. Although motivation has a significant influence on the level of performance of employees both in the public and private sectors, many studies examined the impact of motivation on performance by exclusively focusing on the private sector in a developed country context. As a result, our current understanding of the nexus between motivation and performance in the public sector is incomplete. This study, therefore, examined the impact of motivation on the performance of ethio-telecom employees; in so doing, expands our understanding of the relationship between motivation and job performance in the public sector in a developing country context.

The study used descriptive and inferential statistics. The descriptive analysis shows the mean and standard deviation of intrinsic motivation, extrinsic motivation, and job performance of human resource management employees at ethio-telecom. Consequently, the result of the descriptive

analysis shows that the employees have above average scores on the dependent and independent variables. The above average score on intrinsic and extrinsic motivation, however, does not guarantee a positive impact on the job performance of ethio-telecom employees. In order to determine the influence of motivation on job performance, multiple regression, independent-t test, and one-way analysis of variance were employed. Accordingly, the result of the study indicates that the nexus between intrinsic motivation and job performance is statistically insignificant; the negative coefficient also illustrates that the employee's high intrinsic motivation is hurting their level of job performance. Nevertheless, the connection between extrinsic motivation and the human resource management employee's performance is positive and statistically significant; the positive coefficient shows that ethio-telecom's effort to improve the level of its employee's extrinsic motivation is successful. The result of the independent-t test and one-way analysis of variance indicates that there are no statistically significant differences in intrinsic motivation, extrinsic motivation, and job performance based on the employees gender, age, work experience, salary, and marital status. However, there is a statistically significant difference in motivation across educational qualifications; human resource employees with advanced degrees have significantly lower mean scores on intrinsic and extrinsic motivation factors.

The paper recommends ethio-telecom to provide moderate levels of intrinsic motivation to its human resource management employees. This is because, according to Shin and Grant (2019), moderate intrinsic level of motivation in one task was linked with enhanced performance in less motivating tasks than high intrinsic level of motivation. This, however, does not mean that ethio-telecom should shift away its attention from intrinsic motivation; rather, it suggests the company to identify the interesting and less interesting tasks of its human resource management employee's job and devise strategies that cause the workers to give enough focus on the less interesting tasks of the work. This ultimately avoids time wastage and poor performance. In addition, ethio-telecom benefits a lot from its employees if the organization works to improve the intrinsic and extrinsic motivation level of employees who have advanced educational qualifications.

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