THE EFFECT OF MOTIVATION ON EMPLOYEE TURNOVER INTENTIONS IN THE TELECOMMUNICATION INDUSTRY IN RWANDA

(A Case of Reime Rwanda Limited and MTN Rwanda)

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2015

CERTIFICATION

I, the undersigned, certify that I have read the dissertation titled: "**The effect of motivation on employee turnover intentions in the telecommunication industry in Rwanda: A case of Reime Rwanda Limited and MTN Rwanda",** and found it to be in the form acceptable for examination.

…………………………

Dr. Proches Ngatuni

(Supervisor)

……………………..

Date

STATEMENT OF COPYRIGHT

DECLARATION

I, **Gloria Kaligirwa**, do hereby declare that this dissertation is my own original work

and that it has not been submitted for a similar degree in any other university.

Signature……………………

Date ………………………….

DEDICATION

To the almighty God who gave me this precious gift of life, seeing me through the hard times and giving me strength to go on, no matter what.

To my beloved parents Gemma Mukandoli and Protais Rutagengwa whose prayers and encouragement have driven me throughout my entire life.

ACKNOWLEDGEMENT

ABSTRACT

The study aimed at exploring the effect of motivation on employee turnover intentions in the telecommunication industry in Rwanda. The main objectives of this study were: (1) to evaluate the level of employee motivation; (2) to assess the level of turnover intentions; and (3) to determine whether employees' turnover intentions are related to their motivation levels.

The data for this dissertation was collected using questionnaires distributed among the employees of Reime Rwanda and MTN Rwanda as the case study companies constituting a sample size of 170 targeted respondents, for the research. Data collected were subjected to statistical analysis using Statistical Package for Social Scientist (SPSS) software. Correlation, Regression and descriptive statistical analysis were employed in analyzing the data. The results indicate insignificant differences in both motivation and turnover intention across demographic characteristics based group comparisons e.g. based o gender age education, marital status, length of service both in the current company and in the industry. Furthermore, the results revealed that motivation made the significant but negative contribution to employee turnover intentions. It is therefore recommended that managers of telecommunication firms should work on the motivation of employees – both intrinsic and extrinsic – to lower their turnover intentions.

Keywords: motivation, intrinsic motivation, extrinsic motivation, turnover intentions, demographic characteristics, telecommunications industry, Rwanda.

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LIST OF ABBREVIATIONS

HR   :   Human Resource

Telecom :   Telecommunication

OUT   :   Open University of Tanzania

CHRM   :   College of Human Resource Management

POS   :   Perceived Organizational Support

CHAPTER ONE

1.0 INTRODUCTION

1.1   Background to the research problem

Employee turnover is one of the critical employees' job outcomes in any organization. It is dually perceived in organizations. It may be perceived as an opportunity to hire another employee who perhaps matches the job as well and the skills needed to perform it. On the other hand it may be perceived as a loss because, organizations incur costs to recruit, orientate, train, and develop its employees, a process which drains significant amount of resources. When an employee leaves an organization, it means not only the organization has lost this investment but it will also need to invest in the process again. This has attracted researchers' interest over years.

Efforts have been directed toward understanding turnover intention instead of actual turnover. Turnover intention (TI) refers to the mental decision prevailing between an individual's approach with reference to a job to continue or leave the job (Jacobs & Roodt, 2007). Turnover intentions are the instantly connected to turnover behavior (Boles *et al,* 2007). Theoretically, for example, the theory of planned behaviour (Ajzen, 1991) suggests that behavioural itention is a good predictor of actual behaviour. In fact, researchers have found intent to leave or stay to be the strongest predictor of actual turnover (see for example, Hendrix, Robbins, & Summers, 1999, Lee & Liu, 2007). The other reason for the deviation is its economic value. When management understands the level of turnover intention before actual turnover

happens, can initiate steps to mitigate it and serve the organization the cost involved in actual turnover. Indirect costs of turnover include diminution in morale among remaining staff, work overload, and loss of social capital whereas direct costs are the specific measurable expenditures associated with processing the departing employees, separation and the new employees hiring and training. Other direct costs might include: processing departing employees' paperwork, pay out of any vacation pay, sick pay, and severance pay, unemployment compensation payments, recruitment activities, including costs of advertising, job fairs and search firms, interviews, reference checks and other background checks. Hiring bonuses or referral bonuses, training, including both formal classroom training and on-the-job training provided by supervisors, coworkers and mentors mentioned but a few.

Lambert and Hogan (2009) also observed that studying turnover intention, rather than actual turnover is important in several ways. They noted that turnover intent is often used as the final outcome variable in studies because it is easier to measure and tends to be more accurate. Firth, Mellor, More and Loquet (2004) also posited that it is difficult to gain access to ex-employees who have already left the organization to determine why they really quit. These reasons make the study of intention to quit more appropriate than actual turnover. Similarly, administrative records are sometimes closed to outside researchers or may be incomplete or inaccurate (Mitchell,Mackenzie, Styve, & Gover, 2000).

Researchers have directed their attention towards employee work motivation as predictors for employee turnover (Richer et al., 2002). Employee motivation is one

of the most important human resource management functions in every organization in both public and private sector and it plays an important role in the success of any organization (Chintallo & Mahadeo, 2013). According to Chaudhary and Sharma (2012) the word "motivation" is derived from "motive" which means needs, wants and desires of the people. So, "employees motivation, as a management function, refers to the process in which organizations inspire employees with the shape of rewards, bonus etc. for achieving organizational goals. Motivational sources have been found to influence employee turnover beyond job satisfaction and organizational commitment (e.g. Mitchell et al., 2001). When motivation is done right, employees are expected to devote more efforts to the job they are assigned leading to higher productivity and commitment to the organization. If not, employees will feel de-motivated and will be more likely to leave in search for alternative job opportunities elsewhere – turn over.

Motivators are often viewed from the vantage of being internal or external. Internal motivators are concerned with the intrinsic needs satisfying the individual. They address special needs of the individual, such as growth, social approval, security, etc. External motivators are concerned with environmental factors brought by the organization to the individual. They are often regarded as manipulative and include praise, communication, benefits, or money.

When assessed jointly, that is motivation and employee turnover intention; intrinsic motivation was the strongest predictor of turnover intention. The results suggest that intrinsic motivation holds a salient role for predicting turnover intention. For

managers and organizations, then, emphasis should be placed on facilitating work environments supportive of intrinsic motivation in order to maintain employees' turnover intention at low levels.

Prior researchers have found a negative relationship between intrinsic motivation and turnover intention across different cultural settings (e.g. Kuvaas, 2006; Richer et al., 2002; Vansteenkiste et al., 2007).

Reviews on the antecedent of turnover intentions have highlighted intent to leave rather than actual turnover as the outcome variable. Also results on the study of the relationship between turnover intentions and actual turnover have given support and evidence on the significant relationship between these variables (Lambert et al, 2001 cited in Nwosu, 2010). Literature has identified that work related factors, personal characteristics and external factors are good predictors of employee turn-over tendency (Des & Shawn, 2001, Oparah & Faloye, 2007).

However, when looking at the predictors of motivation, as the researcher's study's independent variable, current theories of motivation suggest that motivation occurs on a continuum along which levels of motivation gradually progress from one extreme to the other (Miller & Tonigan, 1996). There are two types of factors that contribute to motivation: internal and external factors (Miller & Rollnick, 2002; Cunningham, Sobell, Sobell, & Gaskin, 1994). Internal factors are intrinsic thoughts and feelings, like passion, and lead to greater treatment involvement and retention (Miller & Rollnick, 2002). External factors include outside influences, like family pressure, financial incentives, or job-pressure. External factors tend to invoke change

immediately but have little long-term effect on change, while internal factors have a greater influence on one's level of motivation to change (Miller & Rollnick, 2002; Deci & Ryan, 1985; Deci & Ryan 1987; Ryan, Plant, & O'Malley, 1995).

And other identified potential predictors of motivation that may influence motivation include age and gender. Many studies found that women are more likely than men to complete treatment for both drug and alcohol use (Barnet, 2006; Maglione, 2000; Freyer et al., 2005). An analysis of college students receiving treatment for heavy alcohol use found that women were more likely than men to consider changing their drinking habits. Men were also more likely than women to drop out of substance abuse treatment within 90 days of beginning treatment (Barnett, 2006). Furthermore, older participants were more likely to complete treatment than younger participants (Maglione, 2000; Freyer et al., 2005).

The Rwandan telecom sector has shown strong growth in recent years, but has been helped by a vibrant economy and a GDP which has sustained growth of between 7 percent and 8 percent annually since 2008. As a result, the country is rapidly catching up with other markets in Africa, with increased penetration particularly evident in the internet and mobile sectors.

Although the country was slow to liberalize the mobile sector, allowing South Africa's MTN a monopoly until 2006 when the fixed-line incumbent, Rwandatel became the second mobile operator, there is effective competition among the three current operators, each of which provides wide geographic coverage. The launch of services from Millicom/Tigo in 2009 sparked renewed subscriber growth, though

competition has eroded mobile services revenue and ARPU since then. Rwanda's internet and broadband sector has suffered from limited fixed-line infrastructure and high prices, but developments in the fixed network market are improving connectivity and reliability.

Airtel Africa operations are owned by Bharti Airtel Limited, a leading global telecommunications company with operations in 20 countries across Asia and Africa. Headquartered in New Delhi, India, the company ranks amongst the top 4 mobile service providers globally in terms of subscribers. In India, the company's product offerings include 2G, 3G and 4G wireless services, mobile commerce, fixed line services, high speed DSL broadband, IPTV, DTH, enterprise services including national & international long distance services to carriers. In the rest of the geographies, it offers 2G, 3G wireless services and mobile commerce. Bharti Airtel had over 312 million customers across its operations at the end of December 2014.

Bharti Airtel was created in India with ambition to become the most admired telecom service provider globally. Having contributed to the country's reforms and resurgence, expansion was inevitable hence entrance into the African market and arriving in Rwanda in 2012. Airtel Rwanda has had considerable growth since its arrival into the country. During the last three years of operation, the company has enriched customer's lives with its focus on innovation, provision of highly rated internet services and mobile financial services through its Airtel Money platform, a convenient way for people to transact using the mobile phone. Airtel's success over the years is based on its entrepreneurial mind-set and focus on innovation and

affordability not only on its products but services as well. Currently, Airtel is gearing its efforts on becoming the telecommunication company of choice, for individuals, corporations and financial services, reaching more customers, and having a stronger impact on the Rwandan society.

The Reime Group is an entrepreneurial partner to telecommunication operators and technology vendors. The Group serves this market in Africa with skills, services and products, thereby contributing to the beneficial development of people and nations. The Reime Group is a major multinational group providing complete passive infrastructure solutions for the wireless and wire-line telecommunication industry. The core activities include the full range of services and materials supply required for telecom roll-outs as well as post-installation services like maintenance and energy management. This is summarized in the table below;
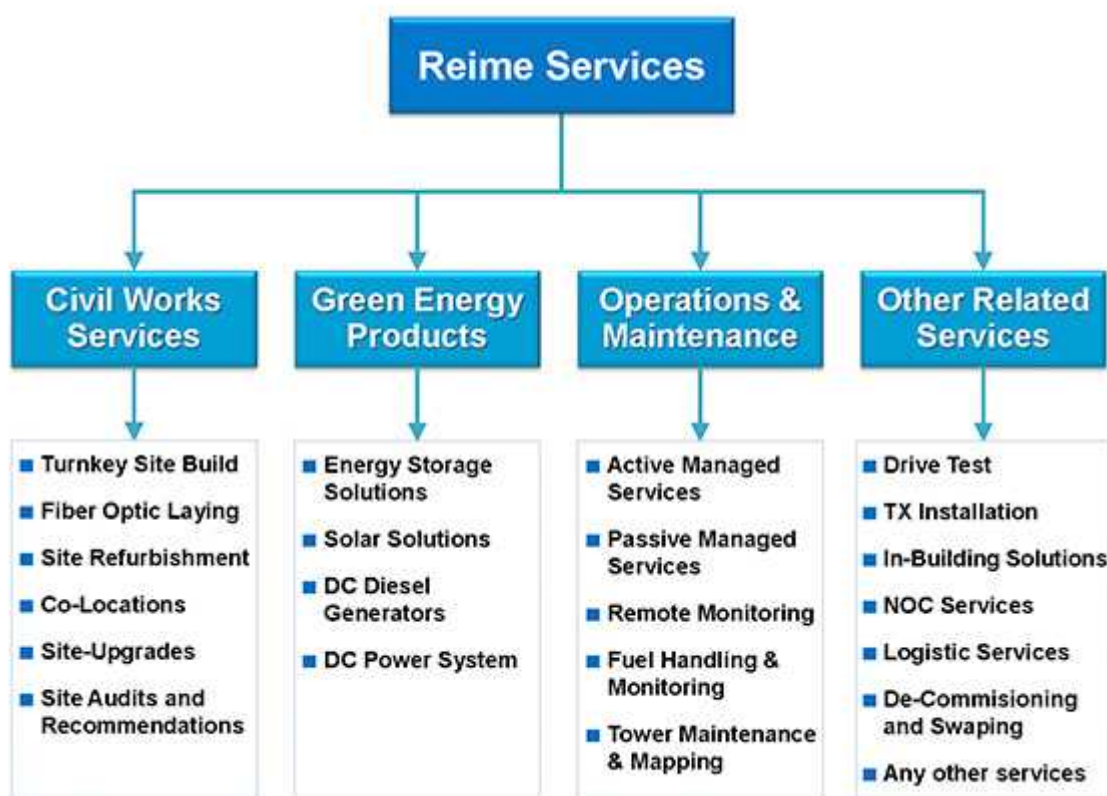
Figure 1.1 Services of Reime Rwanda

Source: Reimenis.com

The Reime Group of Companies is wholly owned by the ACME Group, a leading supplier of passive infrastructure to telecom operators. The Group Headquarters of Reime is in New Delhi. Its 7 operating companies are registered as limited liabilities companies and are located in Kenya, Tanzania, Uganda, Rwanda and Madagascar in East Africa and Nigeria & Ghana in West Africa. And Reime Rwanda Ltd came about in February 14th, 2012 up to date.

It is the vibrant nature of this industry which motivated the researcher to look at the issues of employee motivation and employee turnover intentions bearing in mind that retaining employees in such an industry would have a significant contribution. One of the issues which might contribute to either high or low turnover intention is motivation. Hence the researcher wanted to assess motivation and turnover intention levels in the telecommunication industry and determine whether the former affect the latter.

1.2   Statement of the research problem

Because of the high employee turnover intentions and high absenteeism of employees in most organizations, managers now realize the importance of employee motivation to retain quality staffing. When employees maintain a high level of motivation, quality services will result. Motivation is one of the major pillars and catalysts of an employees' effectiveness and willingness to stay in an organization. Employee Turnover intentions in the telecommunication industry in Rwanda with reference to one of the case studies company (i.e. Reime Rwanda Ltd) has been on the rise since 2013 as indicated in the company's payroll between the period of August and October 2013 as shown in the table below;

Table 1.1 Three month's staff headcount showing employee turnover

Month & Year	Staff Headcount
Aug-13	37
Sep-13	38
Oct-13	36

Source: Company's staff payroll

This has led the new management to come up with motivation techniques to curb this issue. Therefore, Reime Rwanda had motivation techniques developed internally to

cub the issue of its employee turnover intentions. And some of the motivation techniques that have been developed and implemented include;

- Introducing employee of the month award programme,

- 100% medical insurance coverage for all staff,

- Providing tablets to field staff unlike before.

This has been going on since January 2014, targeting 4 field engineers which have made their work easy in terms of accessibility and flexibility as far as timely reporting is concerned because these tablets given to them made it simple to move with them unlike before where desktops were being used at their residences.

However there is yet a gap to be analyzed as to why there have been high turnover intentions in the telecom companies and in particular in Reime Rwanda. Therefore, from this evidence of actual turnover in one company alone, the researcher designed this study hoping to be able to evaluate the extent of turnover intentions as well as motivation levels amongst employees of selected telecommunication companies in Rwanda. The researcher also hoped to be able to determine whether the levels of turn over intentions are related to motivation levels.

1.3   Research Objectives

The objectives of the study were categorized into two. These are the general objective and the specific objectives.

1.3.1 General research objective

The general objective of the study was to assess the effect of motivation on employee turnover intentions in telecommunication industry in Rwanda.

1.3.2 Specific research objectives

The general objective was broken down into specific objectives. These were:

(i) To evaluate the level of employee motivation.

(ii) To assess the level of turnover intentions

(iii) To determine whether employees' turnover intentions are related to their motivation levels.

1.4 Research questions

1.4.1 General research question

The general research question was whether motivation affects employee turnover intentions?

1.4.2 Specific research questions

(i) How motivated are employees in the telecom industry in Rwanda?

(ii) How big are the turnover intentions of employees in telecom industry in Rwanda?

(iii) Are the turnover intentions of these employees related to their motivation levels?

1.5   Significance of the Study

This study has contributed to the literature on employee motivation effect and turnover intentions in many ways.

(i)   It has given an idea about how big the problem of turnover intentions is within telecommunication industry in Rwanda.

(ii)   It has generated some information to help us better understanding of how motivated employees are, in the telecom sector.

(iii)   It has produced basis for the organizations to know how important it is to keep a highly motivated workforce and its contribution to the goals of the organization.

(iv)   The findings of this study will also help other academicians who are conducting research in the same field of the study by using it as literature review.

1.6   Organization of the proposal

The rest of the dissertation is organized as follows: The second chapter deals with literature and the theoretical framework of the study and chapter three covers the methodology of the study. Chapter four presents and discussed the findings while chapter five concludes the study, draws implications and makes recommendations. Areas for future studies are also outlined.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Overview

This chapter presents a review of past studies both theoretical and empirical studies. It is organized as follows: Section 2.2 provides definition of the concepts underlying the study. Section 2.3 presents a review of the theoretical literature. Section 2.4 presents a review of empirical studies. Section 2.5 shows the research gap of the study. Section 2.6 presents the conceptual framework and section 2.7 provides the theoretical framework of the study.

2.2 Conceptual definitions

2.2.1 Employee Motivation

Bartol and Martin (1998) describe motivation as a power that strengthens behavior, gives route to behavior, and triggers the tendency to continue. This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their destinations. Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective. It is the concluding product of interface among personality behavior and organizational distinctiveness. It symbolizes those psychological procedures that foundations the stimulation, route, and determination of deliberate actions that are target oriented (Farhad et al, 2011). Also motivation is a progression of moving and supporting goal-directed behavior (Chowdhury, 2007). Pinder (2008) referred to work motivation as "a set of energetic forces that originate

both within as well as beyond an individual's being, to initiate work related behavior and to determine its form, direction, intensity and duration".

2.2.2 Employee Turnover Intentions

Bester (2012) noted that turnover intention is seldom precisely defined in reported studies. He concluded that this practice is probably attributable to the assumption that people perceive the term to be self-explanatory. Therefore, employee turnover intention is the conscious willfulness by an employee to seek other alternative job opportunities in other organizations (Tett & Meyer, 1993). Models of turnover (e.g. Ulschak & Snowantle, 1992) suggest three types of employee turnover based on the triggering factors – factors that are job-related, non-job-related and lack of fit within the organization. Job-related turnover includes employees who left the organization due to reason that were somewhat within the control of the employer, such dissatisfaction with working conditions, supervising conflicts or salary discrepancies. The non-job related turnover involves employees who leave the organization due to things in the employees' personal life that impact their performance in the workplace. Examples of these would be relocation, family problems, marital issues, emotional instability or mental health, addictions, and substance abuse. The third type of turnover is due to the employee's lack of fit within the organization. For instance, employees who were so uncomfortable in the work environment that they could not continue the employment may leave the organization because of the discomfort.

2.3 Theoretical literature review

2.3.1 Motivation Theories

Two theories have been looked at for the purpose of the researcher's study that have a link between motivation and turnover intentions and these theories include:

  i.   Herzberg's two factor theory and,

  ii.   Expectancy theory

Two-Factor Theory of Fredrick Herzburg:

In 1959 Fredrick Herzburg introduced a theory with two motivation factors. The two factors are hygiene factors and motivators. The two-factor theory of motivation explains the factors that employees find satisfying and dissatisfying about their jobs. . The dissatisfaction factor is called "hygiene" and the satisfaction factor is "motivators". Herzberg revealed that certain characteristics of a job are consistently related to job satisfaction while different factors are associated with job dissatisfaction Ratzburg (2003).This is classified into motivator factors and hygiene factors which form the basis of his Motivational-Hygiene Model.

(i) Hygiene factors

Hygiene factors are organization related. Like the policies and procedures, salary and job security. Dissatisfaction comes if these factors do not exist at the workplace. It simplifies the physiological needs which the employees expected and need to be satisfied Huling (2003).

(ii) Motivator factors

Motivator factors determine satisfaction. They are intrinsic factors such as sense of achievement, recognition, responsibility, and personal growth which motivate employees for a greater performance.
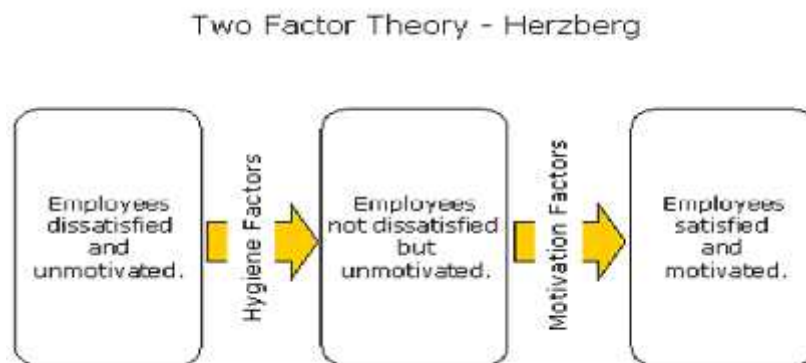
Figure 2.1 Two-Factor Theory of Frederick Herzburg

This theory talks about employee dissatisfaction which later can result into employee turnover intentions. Therefore, this theory has a direct link between motivation and employee turnover intentions as employee dissatisfaction can result into employee's desire to leave or stay if nothing is done about the situation.

Expectancy theory

Expectancy theory is widely used in turnover intentions (Vroom 1964, Porte& Lawler 1968, Lawler 1994). Basic to the idea of expectancy theory is the notion that people join organizations with expectations and if these expectations are met they will remain members of the organization (Daly *et al*, 2006). According to turnover and retentions frameworks developed from this theory decisions to stay or leave an

organization can be explained by examining relationships between structural, psychological, and environmental variables. Empirical studies (Johnsrud & Rosser, 2002; Zhou & Volkwein, 2004; Daly& Dee, 2006) employ the model of employee intent to stay that is grounded on expectancy theory which includes structural, psychological and environmental variables. Structural variables include, work environment, autonomy, communication, distributive justice and workload. Psychological variables include job satisfaction and organizational commitment and the environmental variables include availability of job opportunities. However, Sutherland (2004) established that job satisfaction and organizational commitment do not necessarily lead to loyalty, long defined as the intention to remain with the employer.

Therefore employees' expectations from the organization if attended to, can lead to motivated employees thus a reduction in turnover intentions or vice versa. From this, one can say that motivation has a direct link to turnover intentions of employees, in a given organization.

2.4   Empirical literature review

2.4.1 Role of Demographic Variables in Predicting Turnover Intention among Registered Nurses in Nigerian Public Hospitals

Ramatu, Ajay, & Kabiru, (2014) conducted a study on "Role of Demographic Variables in Predicting Turnover Intention among Registered Nurses in Nigerian Public Hospitals. The present study fills in the gap by examining the role of age and gender in predicting turnover intention among 175 Registered Nurses in Nigerian public hospitals. Gender and ages variables were considered in this study since both

factors are the most commonly demographic variable included in organizational studies.

The study adopted cross-sectional research design. Firstly, the prior researches findings regarding age differences in predicting turnover intention, have been inconclusive. Lyness and Judiesch (2001) studied 11,076 female and 15,283 male managers who had held diverse jobs, including both supervisory and professional positions from different locations in the United States. They found that men were more likely to leave their organization than women. Lee's (2012) longitudinal survey of 6,199sample found that married women had higher turnover rates than men, plausibly due to family reasons and domestic commitments. Conversely, Thatcher, Stepina and Boyle's (2002) study among 128 males and 63 females information technology (IT) workers in a Southeastern U.S. State government showed that the rates of turnover intention was higher in women than men. In a recent study among 187 surviving employees of downsized organizations in Malaysia, it was reported that there was no significant difference in turnover intention for the males and the females (Ho, Sambasivan, & Liew, 2013).

Secondly, research regarding age differences in turnover intention has consistently shown that overall turnover rates were higher for younger employees than the older employees. For example, in their longitudinal survey of 754Nursing personnel working in various departments at a large Sweden hospital Fochsen et al., (2006) reported that younger nurses were more likely to leave their organizations compared to their older counterparts. Similarly, Jiunn-Horng,Hsing-Yi, Hsiu-Yueh and Hung-Da (2007) studied 76 male nurses working in southern Taiwan. They found that younger nurses were more likely to leave their organizations than their matured

counterparts. In a study of 2119 Registered Nurses from 16 small, medium and large-scale hospitals in Germany showed that age was related to nurses' tendency to leave their organization; and younger nurses were more likely to leave their organizations or the profession than didtheir mature colleagues (Simon, Müller, & Hasselhorn, 2010). Recently, Almalki,FitzGerald and Clark (2012) studied a total of 508 primary health care (PHC)nurses in the Jazan Region of Saudi Arabia and reported that overall turnover rates were higher for younger nurses compared to older ones.

Prior testing the simple mediator model, several assumptions of multiple regressions were met. The main focus of the present research was to examine the role of individual differences in predicting turnover intention in developing countries, particularly in Nigerian context. Regarding the role of age in predicting turnover intention, the findings of the current study suggest that younger nurses are more likely to leave their organizations or the profession than their older colleagues. This finding is not surprising because it is consistent with previous studies that demonstrated that (e.g., Almalki et al., 2012; Fochsen et al., 2006; Jiunn-Horng et al., 2007; Simon et al., 2010).

Therefore from the study above, one can say that demographic characteristics have an influence on employee turnover intentions and this will give more room for the researcher to asses other demographic characteristics such as job tenure, marital status mentioned but a few in her study so as to analyze whether all these characteristics can have a direct impact on turnover intentions of employees.

2.4.2 Exploring the relative and combined influence of mastery-approach goals and work intrinsic motivation on employee turnover intention.

According to Anders, & Bard, (2010), they conducted a study on exploring the relative and combined influence of mastery-approach goals and work intrinsic motivation on employee turnover intention. For the researcher's case, only the influence of intrinsic motivation on employee turnover intention will be analyzed from the study conducted by Anders & Bard, (2010).

Intrinsic motivation has been found to predict employee turnover and turnover intention, and the purpose of the present study was to examine, among others, its influence on turnover intention in terms of a direct model and a moderated model.

A cross-sectional survey was conducted among employees representing more than 400 organizations from a wide range of industrial sectors.

The respondents were drawn from 4,320 employees participating in training activities offered by a large Norwegian training institution in 2006. These employees represent more than 400 organizations from a number of different industrial sectors. Representatives of the training institution provided the e-mail addresses for 965 randomly drawn employees. A questionnaire was distributed to these employees by use of a web-based tool (Confirmit), which resulted in data from 343 employees and a response rate of approximately 36 per cent. Of the respondents, 103 were women and 234 were men (six respondents failed to report their gender). Approximately 29 per cent were baseline operators, 17 per cent performed office functions, 43 per cent held staff positions, and 10 per cent held managerial positions. With regard to education level, approximately 38 per cent had a university degree of three years of study or more. Their average age and tenure were 40 and 11 years, respectively.

Intrinsic motivation was measured by six items, based on previous work carried out in a Norwegian setting (Kuvaas and Dysvik, 2009).

Turnover intention, defined simply as the behavioral intent to leave an organization, was measured by five items, based on previous work, carried out in a Norwegian setting (Kuvaas, 2008).

The theoretical or subject scope of the paper was to integrate motivational antecedents for employee turnover. When assessed, intrinsic motivation was the strongest predictor of turnover intention.

The results suggest that intrinsic motivation held a salient role for predicting turnover intention. For managers and organizations, then, emphasis should be placed on facilitating work environments supportive of intrinsic motivation in order to maintain employees' turnover intention at low levels.

One of the findings is that intrinsic motivation held a substantially stronger direct relationship with turnover intention and served as a potent predictor of turnover intention.

These findings may contribute to turnover research attempting to unveil additional antecedents of employee turnover. In addition, these findings may inform managers of awareness of the facilitation of work environments where intrinsic motivation may emerge and/or be sustained to reduce employee turnover intentions. However, the recent study did not have access to demographic information regarding the population as a whole from the training institution, thus no comparison of the representativeness of the sample compared with the population could be estimated.

From the researcher's point of analysis, one can conclude based on the study above, that indeed intrinsic motivation has a direct relationship with turnover intention and this will give a basis for the researcher to measure the effect of motivation on employee turnover intentions and be able to compare if the results will be similar or different.

2.4.3 An Empirical Study of the Relationship between Work Motivation, Burnout and Intention to Leave for the Lower Level Managers of Indian Garment Industry.

Seema, (2014), also conducted a study on "The Relationship between Work Motivation, Burnout and Intention to leave for the Lower Level Managers of Indian Garment Industry". However, the researcher's focus will mainly be on work motivation and intention to leave, among other dimensions mentioned in the present study.

This paper checked the relationship of work motivation, among others, and intention to leave. Thus, the main purpose of this research was to find out the relationship between work motivation, among other variables, and intention to leave for lower level managers in garment industry in Delhi/NCR.

After several visits made to these garment houses, data was collected. Out of 100 questionnaires distributed, 97 questionnaires were included for the purpose of analysis as some questionnaires were not responded completely. Thus the sample size comprises of 97 (N=97).

A convenient sampling method was used for drawing the sample from 60 garment export houses of Delhi and 40 of NCR.

The scale of Aggarwal (1978) was used to measure employees work motivation .This scale consisted of 6 factors such as Organizational Orientation, Job Satisfaction, Work Group Relations, Monetary Incentives, Psychological Work Incentives and Dependence. This scale consisted of 26 items and each item had 5 alternative answers, one of which was required to be checked, assigning a score of 5 to the most positive response and 1 to the extreme negative response. Among these 26 items, 5 items were related to Organizational Orientation, 4 items related to Monetary Incentives, 3 individual felt with his/her surroundings. The reliability and validity of scale were 0.95and 0.973 respectively. For collecting information on intention to leave, two questions were included, each of which consisted of 5 justifications or reasons for responding Yes or No. The data thus collected by using the above questionnaires were treated with the stepwise multiple regression analysis to find out the relationship of work Motivation and Intention to leave among other dimensions, for the lower level managers of garment industry of Delhi and NCR.

Therefore the significance of this research was two-fold. The results of this study would help 1) managers deal with stress related problems at work by having and maintaining healthy work culture and 2) managers designing and implementing proper reward system for employees by giving salary increments, allowances, bonuses, fringe benefits and other compensations on regular and specific periods keeping their morale high and making them more motivated and committed to the organization.

Therefore from the review of the present study, the researcher will be able to analyze what motivates employees, both external and internal motivational factors and how these could have an impact on their turnover intentions.

2.4.4 Teacher motivation and job satisfaction on intention to quit: An empirical study in public second cycle schools in Tamale metropolis, Ghana

According to Isaac, Ibrahim, Janet, & Robert, (2015), their study investigated the influence of motivation and job satisfaction on teacher's intention to quit teaching in public senior high school in Tamale metropolis, Ghana.

This study therefore seeks to examine the influence of motivation and job satisfaction on intention to quit teaching among teachers in public senior high schools in the Tamale Metropolis.

Specifically, the study sought to:

  i.   Determine what motivates teachers to go into teaching in senior high schools;

  ii.   Examine relationship between motivation and teachers' intention to quit;

Data were collected using self-reported questionnaire from 203 teachers in selected schools in Tamale Metropolis. Cross-sectional survey design was used with questionnaire as the main data collection instrument using a multi-stage sampling procedure. Regression analysis and descriptive statistical analysis were employed in discussion of the data. The results revealed that motivation made the least but significant contribution to intention to quit.

The study adopted cross-sectional survey design because it helped the researcher to obtain snap shot information concerning the status of the phenomena under investigation. Self-administered questionnaires were used to collect primary data.

The target population for the study was teachers in public second cycle schools in the Tamale Metropolis of the Northern Region of Ghana because it is regarded as the place with the highest rate of teacher turnover rate (GES, 2013). Out of the target population of 535 teachers in the selected public senior high schools in the Tamale metropolis, a representative sample of 217 was selected for the study using Krejcie and Morgan (1970) sample size determination formula and the return rate was95.3% representing 203 participants. A multi-stage sampling procedure was used for the selection of the subjects for the study. The first stage involved the use of simple random techniques to select 7 senior high schools in Tamale metropolis out of 12 schools. The second stage consisted of the proportionate allocation of the 217 sample size to the selected senior high schools. In the third stage, the random sampling technique was used to select the required stratified sample size for each senior high school. These methods generated a total of 217 respondents.

Data from the structured self-administered questionnaire were properly cleaned and coded into the Statistical Product for Service Solution (SPSS), version 21.

Frequencies and percentages were used to describe the characteristics of the variables. Multiple regression analysis was subsequently conducted to identify the relationship among job satisfaction and motivation and teacher's intent to quit.

From the findings of this study, we conclude that opportunity for training and development, job security, recognition and reward and salary are the main motivators of teachers in the Tamale Metropolis.

So based on the findings of this study whereby it states that the extrinsic factors of motivation are the main motivators, the researcher will base on this to compare and contrast in her study so as to analyze which kind of motivation works best for employees and why.

2.4.5 Investigating the Moderating Effect of Demographic Factors on the Relationship between Monetary Motivation and Employees' Job Satisfaction at Oil and Gas Offshore Production Facilities in Malaysia.

According to Met & Ali (2014), their study investigated the moderating effect of demographic factors (age, gender, education level, tenure, and job level) on the relationship between monetary motivation and employees' job satisfaction at oil and gas offshore production facilities in Malaysia. Data were collected using self-administered survey questionnaire from 341 employees at oil and gas offshore production facilities of selected companies in Malaysia. The target populations were employees working at O&G offshore production facilities in four selected O&G companies in Malaysia – three international oil companies and one national oil company. Using convenience sampling method, the subjects were sampled from among employees of selected O&G offshore production facilities in Malaysia. This study used quantitative survey research method to investigate the moderating effect of demographic factors (age, gender, education level, tenure, and job level) on the relationship between monetary motivation and employees' job satisfaction at O&G offshore production facilities in Malaysia. Online questionnaire was administered via Survey Monkey website.

Data were collected using 46-item survey questionnaire, distributed to around 800 respondents via electronic means (email with web-link access to online survey

monkey) in two phases – pilot phase from 25th June 2013 to 17th August 2013, and main survey phase from 6th December 2013 to 31st January 2014. For the pilot phase, questionnaires were sent to about 200 subjects – 175 participants responded with 168 useable questionnaires. High response rate during the pilot survey was boosted by the paper questionnaires that were personally administered to groups of offshore employees who attended training events as well as the fortnightly reminders via emailing. During the main survey phase, questionnaires were sent to about 600 subjects – 196 participants responded with 174 useable questionnaires. At about mid-way of the main survey window, the subjects were reminded via email to complete the survey.

The study showed that there was a significant moderating effect of age, gender, and job level on the relationship between monetary motivation and employees' job satisfaction while education level did not show any significant moderating effect. Tenure showed weak moderating effect. Employees aged 40 years or younger reported significantly lower job satisfaction level compare to their counterparts who were 51 years or older. Male employees scored significantly higher job satisfaction level as a result of monetary motivation than female employees. Managers and supervisors scored significantly higher job satisfaction level than technicians.

The relationships among the variables monetary motivation, age, gender, education level, tenure, job level and job satisfaction have been studied by many researchers and scholars. However, outcomes of the studies are divergent. For example, Adeogun (2008) reported that age has no significant effect on the relationship between monetary motivation and job satisfaction of employees at multicultural for-profit institutions of higher learning in the US. In contrast, Okpara (2006) found that age

has significant effect on the relationship between pay and job satisfaction of the managers in Nigeria oil industry.

With regards to the effect of gender on the relationship between monetary motivation and job satisfaction, some researchers (Adeogun, 2008; Okpara, 2006) found that gender has significant effect on the relationship while others (Choudhury & Mishra, 2011; Toker, 2011) reported no significant effect.

Education level was reported to have significant effect on the relationship between monetary motivation and job satisfaction (Adeogun, 2008; Okpara, 2006), however, Gbadmosi and Joubert (2005) found no significant effect.

In contrast, there are empirical evidences that suggest positive correlation between job satisfaction and age. For example, Sokoya (2000) studied 350 Nigerian managers in public sector to investigate the relationship between personal characteristics (age, tenure, education level, country of education, and income) and job satisfaction, and found that age correlated significantly with job satisfaction ($r = .273$, $p < .01$), that is, older managers were more satisfied than their younger counterparts. Similarly, Okpara (2006) found that older managers in Nigeria oil industry were significantly more satisfied with their job than their younger counterparts ($p < .05$). For this study, a total of 342 useable questionnaires were gathered from the two survey phases. Reliability was measured using Cronbach's coefficient alpha. According to Adeogun (2008), Cronbach's coefficient alpha of .70 or higher is considered reliable. Descriptive statistical analysis technique was used for organizing, summarizing, and presenting data in an informative manner (Lind, Marchal, & Wathen, 2010, p. 6). The results of this study showed that age, gender, and job level have significant moderating effect on the relationship between monetary motivation and employees'

job satisfaction at O&G offshore production facilities in Malaysia. Tenure showed weak moderating effect while education level did not show any significant moderating effect.

Therefore based on the empirical review in the above studies, it is suggested that demographic factors/variables may explain both motivation as well as the turnover intentions of employees. The review also suggests that turnover intentions are related to employee motivation. However, little is known about these issues in Africa specifically in Rwanda, and even more importantly in the Rwandan telecommunications industry.

2.5   Research gap

The following research gaps were identified after an extensive literature review in field of motivation and turnover intentions, specifically in the context of telecommunication industry:

- The existing studies on employee motivation and turnover intention indicate that the existing research literatures provides conflicting results on the relationship between the two variables
- From the empirical results, the researcher realized that issues relating to motivation and turnover intentions in the telecom sectors have not been articulated in detail and evidence is even scantier in developing market like Rwanda

- The researcher further identified that despite their being intrinsic and extrinsic motivational factors it is not clear whether it is the intrinsic or extrinsic motivation that affects the turnover intentions

- Also from the empirical review that studied on the effect of demographic variables towards motivation, the research identified that various demographic factors can both have a direct or indirect effect on the employees' motivation therefore this crates enough room to study further how related these factors are to motivation thus employee turnover intentions of employees and most specifically in telecom industry.

2.6 Conceptual framework

Following the literature review, a conceptual framework is designed and presented in Figure 2.2.
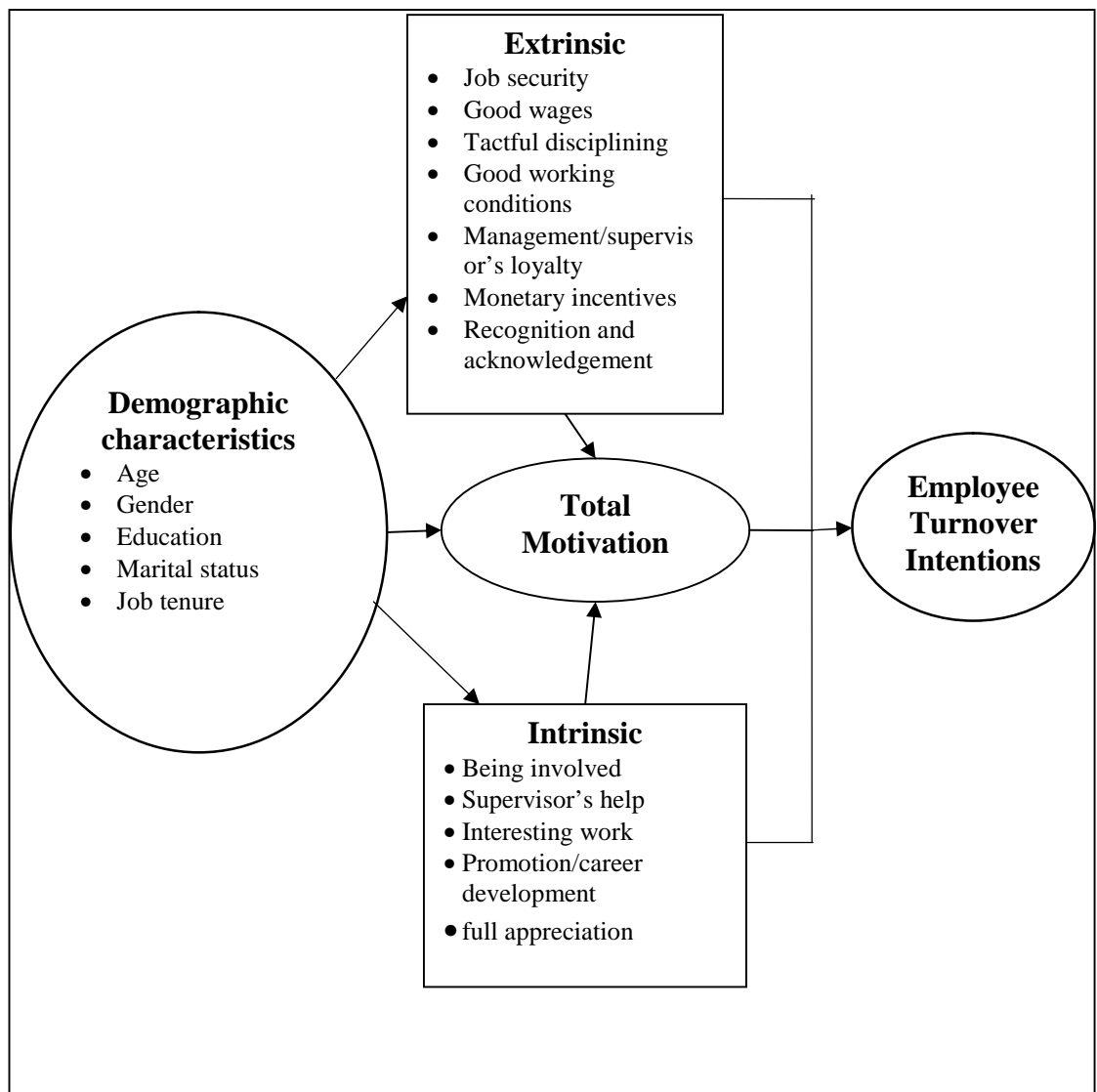
Figure 2.2 Conceptual framework

Source: Own Work

2.6.1 Hypothesis

This is a statement about a population that is subject for testing. A hypothesis may be null (Ho) or alternative (Hi). Therefore based on the above conceptual framework, three research hypotheses were developed as follows;

Hypothesis One

H_0 = there are no differences in motivation levels across demographic characteristics

H_1 = there are significant differences in motivation levels across demographic characteristics

Hypothesis Two

H_0 = there are no differences in turnover intentions levels across demographic characteristics

H_1 = there are significant differences in turnover intentions levels across demographic characteristics

Hypothesis Three

H_o= Motivation has no effect on employee turnover intentions.

H_1= There is an effect of motivation on employee turnover intentions

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Overview

This chapter presents the research methodology which was used in the study. The methodology outlines the various tools, methods and procedures which were used to gather data for the study. It specifically, looks at the population, sample size and sampling technique, research instruments, data collection and tools used in data analysis.

3.2 Research design.

Research approach

The study adopted a quantitative cross-sectional descriptive survey design with a questionnaire as a tool for data collection. Respondents to the questionnaire came from two telecommunication companies in Rwanda, namely Reime Rwanda and MTN Rwanda. The study looked at two variables and these were motivation as the independent variable and employee turnover intentions as the dependent variable.

3.3 Survey population

The study population had a total number of respondents of 170 employees from Reime Rwanda and MTN Rwanda. Reime Rwanda targeted respondents were 40 employees and MTN Rwanda respondents were 130 employees. This involved both office and field staff of both companies. However it should be noted that field staff all report to the company head offices meaning they work from the field but are not stationed there. All operations take place at their respective company head offices,

meaning that the survey instrument was administered at the head offices for both companies for employees to respond to, and then be collected thereafter.

3.4   Sampling design and techniques

A sampling frame of 170 respondents comprised of Reime Rwanda staff and MTN Rwanda employees was conveniently selected The survey instrument being a questionnaire, and being administered through Human Resource personnel of both organizations, to their staff, it was distributed among the employees of the two mentioned case study organizations, all conveniently as requested by the researcher, since there was no procedure followed in choosing the respondents.

3.5   Variables and their measurement procedures

The main variables are employee's turnover intentions and employees' motivation. Other variables were demographic variables which were used in the analysis of employee motivation but could have also been used as control variables. These were age, gender, education, job position, job tenure, department etc.

3.5.1   Measure of employee turnover intentions in a company/organization

Turnover Intentions, as the main dependent variable in this study, were assessed using a 6-item scale, some items of which were adopted from Shore and Martin (1989) and others were adopted from Simmon, Cochran, & Blount (1997). The total items were presented to the respondents as a series of statements to which they were asked to indicate the extent to which they agree/disagree along a five-point Likert response scale (from 1 = strongly disagree, to 5 = strongly agree). (see Part 3 of the questionnaire). Understandably, there might be a reasonable suspicion that even if an

employee shows an inclination to quit employment, the intention does not necessarily manifest the employee's actual turnover. However, Hom & Griffeth (1995) conducted a meta-analysis of studies to examine the relationship between voluntary turnover and 35 different variables and found that among these variables, intentions to quit had the strongest relationship to actual voluntary turnover.

3.5.2   Motivation Scale used to measure motivation levels

Because motivation is a psychological construct that cannot be observed or recorded directly, studying it raises an important question: how to measure motivation? Measures of motivation can be in terms of observable cognitive (e.g., recall, perception), affective (e.g., subjective experience), behavioral (e.g., performance), and physiological (e.g., brain activation) responses and using self-reports. Furthermore, motivation can be measured in relative terms: compared to previous or subsequent levels of motivation or to motivation in a different goal state (e.g., salient versus non-salient goal). It can also be measured by assessing an individual's subjective experience while pursuing a goal-related activity (Aarts, Custers, & Holland, 2007; Aarts, Custers, & Veltkamp, 2008; Fishbach, Shah, & Kruglanski, 2004; Koo & Fishbach, 2010).

In this study motivation was measured using twelve item motivation scale adapted from Johnson (1997) who also had adapted it from Kovach (1995). The items from Johnson (1997) were edited to reflect employee's self-declared sense of being motivated by the listed items rather than whether the items were important or not as they were originally designed. Consequently the ratings will be changed to strongly

disagree (1) to strongly agree (5). The twelve items were also disaggregated into intrinsic and extrinsic motivation under the guidance from Johnson (1997)

3.5.3   Demographic variables measurements

The demographic variables which the researcher considered were gender, age, marital status, education level, job tenure, and department.

Age was measured by asking the respondents to tick the age range to which they belong. Groups under considerations were: 16-20, 21-25, 26-30, 31-35, 36 and above years. For gender, respondents were asked to declare their gender by ticking the boxes against each gender – male or female. For education, four levels were presented for the respondents to tick, including certificates and diplomas, bachelors, higher diploma and master. Job tenure was measured in two levels; employees' length of service at the current job and length of service in the industry.

3.6   Methods of data collection

The data was collected through a questionnaire which was divided into four parts. Part one was introduction followed by part two which contained the 12 items designated to capture employees' motivation levels. Part three was designed to capture turnover intentions with 6 items. Part four contained the demographic variables.

To collect the data used in this study, the questionnaires were sent to Human resource contacts in the two organizations with a request to administer them to staff members conveniently, collect and send them back to the researcher.

3.6   Validity and Reliability

3.6.1   Validity

Validity concerns whether the questionnaire is measuring what it claims to be measuring. Regarding validity, the researcher will focus only on those directly relevant for questionnaire measure which are face validity, whether the measure looks valid; content validity, whether the measure captures the full content of the construct; criterion validity, whether the result of the measure agrees with another valid source; construct validity, whether the measure measures the un observable, theoretical construct. The questionnaires were discussed with a selection of eight staff at Reime to see whether the statement would be understood in the way they were intended.   There were no significant challenges that needed serious reconsiderations. They were therefore passed for administration on the sample.

3.6.2   Reliability

Reliability refers to internal consistency of the research instrument, in this case, the questionnaire. In this study reliability of the instrument was assessed by a scale test. Since the study used mainly scales to measure its main variables – motivation (intrinsic and extrinsic) and employee turnover intentions, the scale test was run on each of the test and produced Cronbach's alpha for each. It is discussed in Pallant (2011) and Field (2005) that a Cronbach's alpha of 0.7 is considered to infer reasonable internal consistence.   This is mainly because the higher the alpha coefficient, which is a measure of inter-item correlations, implies higher correlations amongst the items and it signifies how closely the items are measuring the same construct. Table 3.1 presents the results of the Scale's Cronbach's alpha.

Table 3.1 Reliability Statistics

SCALE	N	ALPHA
TM	12	0.897
EM	5	0.852
IM	7	0.738
TI	6	0.913

Source: field data

All the scales – total motivation (TM.) scale with 12 items, intrinsic motivation (IM) scale with 5 items, extrinsic motivation (EM) scale and the turnover intention (TI) with 6 items – returned Cronbach's alphas each of which is above the conventional cut-off alpha of 0.7. It was therefore concluded that the internal consistence of each of the scale were at acceptable levels.

3.7   Data processing and analysis

3.7.1   Data Preparations

Data entry was done and errors checked using frequencies to determine if there were entries outside the expected range of values for each item of the scale and demographic variables. After reliability tests, mean scores for each item of these scale were computed across items for each respondents to represents variable measurement. Data for the demographic variables were examined through frequency tables and observed that the frequencies for the length of service at the current job and in the industry were skewed. The last two categories in each variable were collapsed to 7 years and above. This increased the number of observation relative to those of the other length of service categories.

3.7.2 Data analysis

Different techniques were used per research objective. First the sample was described using frequencies and descriptive statistics. Then analysis of motivation and turnover intention was carried out by finding out whether the level of motivation and turnover intentions differed across the demographic variables. To this end, independent of sample t-test were used for the gender and marital status groups while analysis of variance (ANOVA) was used for the age, education, and length of service.

Regression analysis was used to assess the effect of motivation on turnover intention. Two models were run. The first model used Total Motivation (TM) based on all the 12 items of the scale as the independent variable and turnover intentions (TI) as dependent variable. The second model separated TM into intrinsic motivation (IM) and extrinsic motivation (EM). The two were loaded into the model individually.

Model 1: $TI = S_0 + S_1 TM + \sim$

Model 2: $TI = S_0 + S_1 IM + S_2 EM + \sim$

The magnitude and direction of that relation are given by the slope parameter (1), and the status of the dependent variable (i.e. turnover intentions in this case) when the independent variable (i.e motivation) is absent is given by the intercept parameter (0). An error term (u) captures the amount of variation not predicted by the slope and intercept terms. Linearity assumption was tested by examining the residual plots (plots of the standardized residuals as a function of standardized predicted values, readily available in SPSS.

Homoscedasticity means that the variance of errors is the same across all levels of the independent variable(s). When the variance of errors differs at different values of the independent variable(s), heteroscedasticity is indicated. According to Berry and Feldman (1985) and Tabachnick and Fidell (1996) slight heteroscedasticity has little effect on significance tests; however, when heteroscedasticity is marked it can lead to serious distortion of findings and seriously weaken the analysis thus increasing the possibility of a Type I error. This assumption can be checked by visual examination of a plot of the standardized residuals (ZRES) and standardized predicted value (ZPRED) in SPSS. Heteroscedasticity is indicated when the residuals are not evenly scattered around the line; i.e. when the plot of residuals appears to deviate substantially from normal, more formal tests for heteroscedasticity should be performed. Multicolinearity presence was checked through bivariate correlations between the independent variable. Tolerance and variance inflation factors (VIF) were generated and assessed using colinearity diagnostics in SPSS.

CHAPTER FOUR

4.0 FINDINGS AND DISCUSSIONS

4.1 Overview

This chapter presents and discusses the findings of the study. Section 4.2 provides the description of the sample. Section 4.3 presents the findings of the study as per the study's objectives. Lastly, Section 4.4 discusses the findings by relating them to previous researches on the topic.

4.2 Description of the sample

This section presents the characteristics of the sample studied through frequencies and descriptive statistics. Results are presented in Table 4.1. The number of male respondents was more than double (69.1%) the number of female respondents (30.9%). This is reflective of the Rwandan telecom sector with more of male dominated.

Sixty nine (69%) of the respondents were 30 years and below with relatively very few respondents above 36 years of age. This could also be taken to be reflective of the ageing distribution of Rwanda and it could also be associated with the after math of the unfortunate event of genocide, i.e. it reflects the possibility that the young survivors and new borns are now of age and are throwing their weight in managing the sectors of the economy.

Distribution of the education qualifications of the respondents shows that the majority of the respondents hold either higher diplomas (34.3%) or bachelor's degrees (42.9%). Very few of the employees hold master's degree (8.6%). As for marital status, more than half (54.3%) of the respondents were single.

Table 4.1 **Frequency distribution of the sample**

Variable	Frequency	Percentage
Gender		
Male	96	69.1
Female	43	30.9
Age		
16-20 years	16	11.4
21-25 years	42	30.0
26-30 years	40	28.6
31-35 years	24	17.1
36 and above	18	12.9
Education		
Certificate and Diploma	20	14.3
Higher diploma	48	34.3
Bachelor	60	42.9
Master	12	8.6
Marital Status		
Single	75	54.3
Married	63	45.7
Length of service at current job		
< 1year	36	25.7
1-3 years	73	52.1
4-6 years	27	19.3
7 and above	4	2.9
Length of service in the industry		
< 1year	21	15.0
1-3 years	54	38.6
4-6 years	40	28.6
7 and above	24	17.1
Department		
Finance	14	10.1
Commercial	13	9.4
Legal	3	2.2
Administration	17	12.2
Human Resource	4	2.9
Technical	78	56.1
Marketing	10	7.2

Source: Field data

Ninety seven percent (97.1%) of the respondents had worked in the respective company for up 6 years while about 83 percent had worked in the telecommunication industry for up to 6 years. The difference between these figures may imply that mobility was limited. The distribution of respondents in the departments shows that technical department dominates the rest with more than half of the workforce. This is reflective of the nature of the industry in which technical staff are at the centre of the company's endeavor to ensure there is smooth service amidst challenges that come with technology based service.

Descriptive statistics were also computed for the key variables and the results are presents in Table 4.2. The split of the mean scores of motivation between intrinsic and extrinsic motivation shows no much of a difference.

Table 4.2 Descriptive statistics for the main variables

Scale	N	Minimum	Maximum	Mean	Std Deviation
TM	134	1.67	4.42	3.1318	.71972
IM	134	1.60	4.60	3.2955	.77040
EM	138	1.43	4.43	3.0072	.74807
TI	137	1.00	5.00	2.7798	1.01378

Source: Field data

4.3 Findings

This section presents the findings of the study per research objectives

4.3.1   Research Objective one: Analysis of motivation

The analysis of motivation using individual items of the scale , descriptive statistics

were used to generate the mean, minimum, maximum and standard deviation for

each variable. Results are presented in Table 4.3.

Table 4.3 Analysis of motivation

			Min.	Max.	Mean	S.D.
1	I feel I am involved in my job in this company	140	1	5	3.92	1.053
2	My job is secure with in this company	140	1	5	3.16	1.121
3	My supervisor helps me with my personal problems	139	1	5	2.73	1.283
4	My company offers me good wages	140	1	5	2.81	1.079
5	My work in this company is interesting	135	1	5	3.76	.868
6	I feel there is tactful disciplining in this company	139	1	5	3.29	.905
7	I am provided with opportunities for promotion and career development in this company	140	1	5	2.91	1.175
8	Working conditions in this Company are generally good	140	1	5	3.32	1.095
9	Management/supervisor is loyalty to employees	140	1	5	3.19	1.097
10	I am appreciated for a job well done	140	1	5	3.17	1.099
11	I receive monetary Incentives for a job well done	139	1	4	2.09	.908
12	I get recognition and acknowledgement for a job well done	140	1	5	3.11	.997
	TM *(All 12)*	134	1.67	4.42	3.1318	.71972
	IM *(items 1, 3, 5, 7, 10)*	134	1.60	4.60	3.2955	.77040
	EM *(Items, 2, 4, 6, 8, 11, 9, 12)*	138	1.43	4.43	3.0072	.74807
	Valid (N list wise)	134				

Source: Field data

Feeling of being involved (M = 3.92), the work being interesting (M = 3.76) and

generally good working conditions in the company (M = 3.32) were the most

appealing items to the employees. Monetary incentives for a job well-done and supervisory support on personal problems were ranked the lowest in motivation of employees followed closely by good wages and opportunities for promotions and career development.

Table 4.4 Comparison of Total Motivation mean scores across demographics

Gender	Male (N)	Female (N)	t (sig.)			
	3.0851	3.2542	-1.243			
	(93)	(40)	(.216)			
Marital status	Single	Married				
	3.1157	3.1505	-.279			
	(72)	(62)	(.781)			
Age	16 - 20	21 - 25	26 - 30	31 - 35	36 +	F(Sig.)
	3.2031	3.1404	3.0548	3.1076	3.2454	.262
	(16)	(38)	(38)	(24)	(18)	(.902)
Education	Cert/Diploma	High Diploma	Bachelor	Master		F(Sig.)
	2.9750	3.1496	3.1552	3.2153		.394
	(20)	(44)	(58)	(12)		(.757)
Length of service at current job	< 1 Year	1 - 3 Years	4 - 6 Years	7 +		
	3.3260	3.0664	2.9753	3.6667		2.237
	(34)	(69)	(27)	(4)		(.087)
Length of service in the industry	< 1 Year	1 - 3 Years	4 - 6 Years	7 +		
	3.1389	3.2179	3.0321	3.1250		.491
	(18)	(52)	(39)	(24)		(.689)

Source: Field data

Table 4.4 presents results of comparison of mean scores of motivation total scale across demographics. The results shows some variations in the mean scores of mean motivation total scale across gender, marital status, age, education, length of service

at the current job and in the industry categories. However, no significant differences were found in any of the categories of these demographic variables.

4.3.2   Research Objective two: Analysis of turnover intentions

Table 4.5 presents the results of descriptive analysis of turnover intention.

Table 4.5 Descriptive analysis for TI

		N	Min.	Max.	Mean	S.D.
1	As soon as I can find a better job, I will quit this company	137	1	5	3.34	1.250
2	I often think about quitting my job	139	1	5	2.71	1.144
3	Respondent feelings about his/her future with company in the next year	140	1	5	2.76	1.250
4	How do you feel about leavening this company	140	1	5	2.82	1.183
5	If you were completely free to choose, would you prefer or not to prefer to continue working with this company	140	1	5	2.47	1.300
6	How important is it to you personally that you spend your career in this company rather than some other companies	140	1	5	2.52	1.135
	TI MEAN SCORE	137	1.00	5.00	2.78	1.01
	Valid N (listwise)	137				

Source: Field Data

Table 4.5 presents the analysis of turnover intentions based on 6-items of the scale. Respondents recorded high mean scores in two items. One is they will quit as soon as they can find another job (M = 3.32). The second is on the feeling about leaving the company (M = 2.82) where they were asked to choose from "1=It is very unlikely that I would ever consider leaving this company" to "5 = I am presently looking and planning to leave". Items with the lowest mean scores were "if you were completely free to choose, would you prefer or not to prefer to continue working with this

company" with mean = 2.47 where respondents were asked to choose from "1 = I prefer very much to continue working for this company" to "5 = I am prefer very much not to continue working for this company". This was followed by the item that asked respondents to indicate the importance of one spending the rest of his/her career with the present company (M = 2.52) and they were to choose from "1= it is very important for me to spend my career in this company" to "5 = It is of no importance at all"

Table 4.6 Comparison of Turnover Intention mean scores across demographics

Gender	Male (N)	Female (N)	t (sig.)			
	2.8333	2.6151	1.169			
	94	42	.246			
Marital status	Single	Married				
	2.9122	2.6317	1.612			
	(74)	(62)	(.109)			
Age	16 - 20	21 - 25	26 - 30	31 - 35	36 +	F(Sig.)
	2.9167	2.8089	2.8553	2.6042	2.6667	.363
	(16)	(41)	(38)	(24)	(18)	(.834)
Education	Cert/Diploma	High Diploma	Bachelor	Master		
	2.8833	2.9333	2.6333	2.7639		.829
	(20)	(45)	(60)	(12)		(.480)
Length of service at current job	< 1 Year	1 - 3 Years	4 - 6 Years	7 +		
	2.6618	2.8565	2.7716	2.4583		.420
	(340	(72)	(27)	(4)		(.739)
Length of service in the industry	< 1 Year	1 - 3 Years	4 - 6 Years	7 +		
	2.7281	2.7099	2.8500	2.8116		.167
	(19)	(54)	(40)	(230		(.918)

Source: field data

Table 4.6 presents results of comparison of mean scores of turnover intention total scale across demographics. The results shows some variations in the mean scores of mean turnover intention total scale across gender, marital status, age, education, length of service at the current job and in the industry categories. However, no significant differences were found in any of the categories of these demographic variables.

4.3.3 Analysis of the effect of motivation on turnover intentions

4.3.3.1 Correlation analysis

Correlation tests were performed for two purposes. One was to test for multicolinerity among the independent variables – IM and EM. Secondly it was performed to test for the relationship between TI and IM and EM. IM a correlation coefficient higher than .90 would raise suspicion of the presence of multicolinearity. IM and EM are significantly positively correlated (r = .780; p<.001. The correlation coefficient between these two variables is lower than the conventional value and therefore it can be suggested that there is less suspicion of multicolinearity.

Secondly, the relation between TM, IM and EM and TI was tested to determine whether total motivation or the components of motivation were related to turnover intentions. Results are presented in Table 4.5. The total motivation mean scores are significantly negatively related to turnover intentions (r = -.750; p < .001) and so are the correlations for intrinsic motivation (r = -.695 ; p < .001) and extrinsic

motivation (r = -.707; p < .001). These results suggest that improvements in employees' motivation statistically significantly reduces employees' turnover intentions.

Table 4.7 Analysis of using Correlation analysis

		TM MEAN SCORE	EM MEAN SCORE	IM MEAN SCORE	TI MEAN SCORE
1	TM MEAN SCORE	1			
		134			
2	EM MEAN SCORE	.960**	1		
		(.000)			
		134	138		
3	IM MEAN SCORE	.924**	.780**	1	
		(.000)	(.000)		
		134	134	134	
4	TI MEAN SCORE	-.750**	-.695**	-.707**	1
		(.000)	(.000)	(.000)	
		132	136	132	137

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Field data

4.3.3.2 Regression analysis

In analyzing the effect of motivation on employee turnover intentions, two regression models were run. Results are presented in Tables 4.8 and 4.9. The results in Table 4.8 indicate that the model with motivation alone as a predictor variable can explain up to 55.8 percent of the variation in employees' turnover intentions (Adjusted R^2 = .558). The model fit (F-statistics) is 166.67 and is statistically significant at p < .0001 suggesting that the model with motivation as a predictor variable has power to

predict employees' intention. Finally, the slope of the predictor variable motivation is negative and statistically significant at 0.01 level, suggesting a strong evidence that motivation significantly negatively affect employees' turn over intentions.

Table 4.8 Regression analysis (Model one)

Parameter	Coefficient	S.E	t	Sig.
Constant	6.086	.263	23.165	.000
Motivation ™	-1.056	.082	-12.911	.000
Adjusted R^2	.558			
F Statistics	166.685			
p- value	.000^b			

a. Predictors: (Constant), TM MEAN SCORE
b. Dependent Variable: TI MEAN SCORE

The results in Table 4.8 (b) indicate that the model with intrinsic and extrinsic motivation predictor variables can explain up to 54.5 percent of the variation in employees' turnover intentions (Adjusted R^2 = .545). The model fit (F-statistics) is 79.584 and is statistically significant at $p < .0001$ suggesting that the model with intrinsic and extrinsic motivation as separate predictor variables has power to predict employees' turnover intention. Finally, both the slopes of the predictor variables are negative and statistically significant at 0.001 level, suggesting a strong evidence that intrinsic motivation significantly negatively affect employees' turn over intentions holding extrinsic motivation constant and also that extrinsic motivation significantly affect turn over intentions holding intrinsic motivation constant.

Table 4.9 Regression analysis (Model Two)

Parameter	Coefficient	S.E	t	Sig.
Constant	6.099	.270	22.569	.000
Motivation(IM)	-.557	.124	-4.488	.000
Motivation (EM)	-.494	.128	-3.868	.000
Adjusted R^2	.545			

F Statistics	79.584			
p- value	.000[b]			
Tolerance	.391			
VIF	2.559			

a. Predictors: (Constant), EM MEAN SCORE, IM MEAN
SCORES
b. Dependent Variable: TI MEAN SCORE

4.4   Discussion of the findings

The study was designed first to evaluate motivation levels amongst employees of the
the telecommunication firms. This was done by examining the mean scores of the
items in the motivation scale where it was found that employees were more
motivated by the filing of being involved by the job, the work being interesting and
the working conditions. However, no significant differences were found in
motivation scores across the demographic characteristics of gender, age, education,
marital status, and the length of one's service in the current job and in the industry.

Secondly the study was designed to assess the level of turnover intentions amongst
the employees in the selected telecommunication firms. A similar analysis was
carried out and found that there were no significant differences in the mean scores of
turnover intentions across the gender, age, education, marital status and length of
service in the company of in the telecommunication industry groups. These results
differ for those reported in the previous studies, for example, Lyness and Judiesch
(2001) who reported that men were more likely to leave their organization than
women; Lee's (2012) who found that married women had higher turnover rates than
men, plausibly due to family reasons and domestic commitments; and Thatcher,
Stepina and Boyle's (2002) who found that female information technology (IT)
workers in a Southeastern U.S. State government showed had rates of turnover

intention that were higher than those of men. However, on gender the result of the present study are consistent with those reported from among 187 surviving employees of downsized organizations in Malaysia by Ho, Sambasivan, & Liew (2013) that there were no significant differences in turnover intention for the males and the females Although Fochsen et al., (2006) reported younger nurses had higher turnover intentions than older counterparts (Jiunn-Horng,Hsing-Yi, Hsiu-Yueh and Hung-Da, 2007; Simon, Müller, & Hasselhorn, 2010; Almalki,FitzGerald and Clark, 2012), the present study finds no such significant differences in turnover intention by age groups.

The third design was to determine whether employees' turnover intentions are related to their motivation levels. Correlation analysis was carried out followed by a regression analysis. The correlations analysis found that motivation as a whole or as intrinsic and extrinsic were significantly negatively correlated with turnover intentions. Furthermore the regression analyses found that both intrinsic and extrinsic motivation significantly negatively affect the turnover intentions. These results are consistent with prior researches (e.g. Kuvaas, 2006; Richer et al., 2002; Vansteenkiste et al., 2007) who found a negative relationship between intrinsic motivation and turnover intention across different cultural settings.

The findings of this present study therefore has contributed new evidence from a frontier market i.e. Rwandan Telecommunication industry, supposed to be a regulated industry where, evidence on the relationship between motivation and turnover intention is similar to the evidence reported on the developed markets despite the uniqueness of the Rwandan market and its history.

CHAPTER FIVE

5.0 CONCLUSION IMPLICATIONS AND RECOMMENDATIONS

5.1 Overview

The study aimed at exploring the effect of motivation on employee turnover intentions in the telecommunication industry in Rwanda. The study looked at two variables and these were motivation as the independent variable and employee turnover intentions as the dependent variable. It adopted a quantitative cross sectional descriptive survey design with a questionnaire as a tool for data collection. Hence, this chapter forms the last part of the study and tries to recapitulate what has been done throughout the study.

5.2 Summary of key findings

Based on three hypothesis stated in chapter two, below are the findings for each;

Hypothesis one for H0 or Null stated that there were no differences in motivation levels across demographic characteristics and based on the researcher's findings in her current study in chapter four under the comparison of total motivation mean scores across demographics, this statement is true meaning there were none found in the analysis carried out. Basically no significant differences were found in any of the categories of these demographic variables.

Hypothesis two stated the following;

H_0 = there are no differences in turnover intentions levels across demographic characteristics

H_1 = there are significant differences in turnover intentions levels across demographic characteristics. Therefore this statement is null based on the results in chapter four under the comparison of mean scores of turnover intention total scale across demographics. The results shows some variations in the mean scores of mean turnover intention total scale across gender, marital status, age, education, length of service at the current job and in the industry categories. However, no significant differences were found in any of the categories of these demographic variables. Hypothesis three stated the following;

H_o= Motivation has no effect on employee turnover intentions.

H_1= There is an effect of motivation on employee turnover intentions

The testing of this hypothesis found that first intrinsic and extrinsic motivations were significantly negatively related to turnover intentions and secondly that both intrinsic and extrinsic motivation significantly negatively affect the level of turnover intentions.

5.3   Conclusions

From the findings of this study it can be concluded that neither motivation or turnover intentions are affected by the demographic variables tested in the telecommunication industry. Furthermore it can be concluded that motivation does affect turnover intentions negatively significantly and more so, intrinsic and extrinsic have separate significant influences on the turnover intentions.

5.4   Implications

The study has important implications for the two case study companies and the lessons that flow from this study could shape organizations policies which may result into putting up some motivational incentives and an organizational culture to satisfy and be able to maintain their employees. The study may guide the two organizations the researcher looked at in considering their payment and recognition scheme since the study showed that monetary incentives and good wages ranked lower in employees' views towards employee motivation. It is important therefore, to look at the influence of motivation when discussing issues of employee turnover intentions, because motivation is one of the factors with greatest influence.

5.5   Recommendations

Based on the findings of this study, it is recommended that employees should be motivated by their organizations as much as possible to try and cub the turnover intention issues associated with unmotivated employees at any given organization. Better working conditions should be provided by these organizations to motivate their employees. Management should encourage employees through development programmes to increase job motivation. The study revealed that monetary incentives and good wages were ranked low meaning employees at these organizations feel this is not promoted or practiced as a way of motivating them yet if looked at and done, this could be a major means with which employees turnover intentions can be reduced, hence needed efforts should be made to ensure that staff are satisfied with their jobs so as to cub staff intent to stay or leave the organization. Therefore in

ensuring employee motivation, the lowest ranked factors of motivation as indicated by the study can be used as benchmarks.

From the study's analysis, where by most employees ranked highly that they feel involved in their work in the organization, this should be considered as a green light and speak to the management that employees want to feel a sense of belonging as well as being part of the organization's growth, that way the intrinsic factors of motivation would be met as quite a number indicated that this is also a major part of their motivation, and the researcher recommends this to be given more emphasis in the future being of the telecom industry at large.

5.6   Limitations and areas for future research

The research focused on two organizations within the entire telecom industry therefore surveying more organizations in the same industry would provide much richer data and examine and compare employee motivation and their level of turnover intentions. Thus, future research could also be replicated to other organizations in the telecom sector. Also the two organizations were a benchmark for discovering that majority of employees in the telecom industry were male, based on this analysis, further research is recommended to study and examine why the big gap in gender.

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QUESTIONAIRE

Part 1: Introduction

Dear Respondent,

I am Gloria Kaligirwa, a Human Resource Management Master student at the College of Human Resource Management (CHRM)-Nairobi/Open University of Tanzania (OUT) currently undertaking a research project whose title is "The effect of motivation on employee turnover intentions in telecommunication industry in Rwanda. The questionnaire hereafter is designed and intended for the dissertation and to carry out a survey on the above topic. Kindly take some time off your busy schedule to respond to these questions, to which the respondent shall be anonymous. All data given will be for academic purpose only and will be treated with strict confidentiality.

Looking forward for your cooperation

Yours Faithfully,

Gloria Kaligirwa

Part 2: Please read each statement and, then circle one of the five numbers against it. The number you choose to circle should be the number that represents the extent to which you agree with what the statement is saying about you and your job, where:

1 = Strongly Agree (SD); 2 = Disagree (D); 3 = Neutral (N); 4=Agree (A); and 5=Strongly Agree (SA).

Please answer to the best of your ability and save any additional comments for the back page

Statements	SD	D	N	A	SA
1. I feel I am involved in my job in this company	1	2	3	4	5
2. My job is secure with in this company	1	2	3	4	5
3. My supervisor helps me with my personal problems	1	2	3	4	5
4. My company offers me good wages	1	2	3	4	5
5. My work in this company is interesting	1	2	3	4	5
6. I feel there is tactful disciplining in this company	1	2	3	4	5
7. I am provided with opportunities for promotion and career development in this company	1	2	3	4	5
8. Working conditions in this Company are generally good	1	2	3	4	5
9. Management/supervisor loyalty to employees	1	2	3	4	5
10. I am appreciated for a job well done	1	2	3	4	5
11. I receive monetary Incentives for a job well done	1	2	3	4	5
12. I get recognition and acknowledgement for a job well done	1	2	3	4	5

Part 3: For each of the following statements below, please circle only one choice for each item; where 1=Strongly Disagree (SD); 2=Disagree (D); 3=Neutral (N); 4=Agree (A); and 5=Strongly Agree (SA).

Statements	SD	D	N	A	SA
1. As soon as I can find a better job, I will quit this company	1	2	3	4	5
2. I often think about quitting my job	1	2	3	4	5

Which of the following most clearly reflects your feelings about your future with this company in the next year? *(Please circle the number of one statement only)*
1 = I definitely will not leave
2 = I probably will not leave
3 = I am uncertain
4 = I probably will leave
5 = I definitely will leave

How do you feel about leavening this company *(Please circle the number of one statement only)*
1 = It is very unlikely that I would ever consider leaving this company
2 = As far as I can see ahead, I intend to stay with this company
3 = I have no feelings about this or the other
4 = I am seriously considering leaving in the near future
5 = I am presently looking and planning to leave

If you were completely free to choose, would you prefer or not to prefer to continue working with this company *(Please circle the number of one statement only)*
1 = I prefer very much to continue working for this company
2 = I prefer to work here
3 = I don't care either way
4 = I prefer not to work here
5 = I am prefer very much not to continue working for this company

How important is it to you personally that you spend your career in this company rather than some other companies *(Please circle the number of one statement only)*
1 = it is very important for me to spend my career in this company
2 = It is fairly important
3 = it is of some importance
4 = I have mixed feelings about its importance
5 = It is of no importance at all

Part 4: This last section asks some general questions about you and your job. This information will be kept in the strictest confidence and used for the purpose of this study only.

Are you? *Please select one.*
Male ☐   Female ☐

Which of the following best describes your age? *Please v one.*
16 – 20 ☐   21-25 ☐   26-30 ☐   31-35 ☐   36 or above ☐

What is your marital status? *Please   one.*
Single ☐   Married ☐

What is your highest level of education completed? *Please   one.*

Certificate or ☐   Higher diploma ☐   bachelor ☐   master ☐
diploma

Others *(please specify)* _____

How long have you been at your current job? *Please   one.*

   < 1 year ☐   1-3 years ☐   4 - 6 years ☐   7– 9 years ☐   >9 years ☐

How long have you been in this industry? *Please   one.*

   < 1 year ☐   1-3 years ☐   4 - 6 years ☐   7– 9 years ☐   >9 years ☐

Which department is your full time job? *Please   one.*

   Finance ☐   Commercial ☐   Legal ☐   Administration ☐   HR ☐

   Technical ☐   Marketing ☐
      Other *(Please specify)* _____

Thank you so much for your time and cooperation in completing this survey. Your help in providing this information is greatly appreciated.

RESULTS PRINT OUT

Model One

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.750^a	.562	.558	.67365	2.000

a. Predictors: (Constant), TM MEAN SCORE

b. Dependent Variable: TI MEAN SCORE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.641	1	75.641	166.685	.000^b
	Residual	58.994	130	.454		
	Total	134.635	131			

a. Dependent Variable: TI MEAN SCORE

b. Predictors: (Constant), TM MEAN SCORE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.086	.263		23.165	.000		
	TM MEAN SCORE	-1.056	.082	-.750	-12.911	.000	1.000	1.000

a. Dependent Variable: TI MEAN SCORE

Model Two

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.743^a	.552	.545	.68353	1.998

a. Predictors: (Constant), EM MEAN SCORE, IM MEAN SCORES

b. Dependent Variable: TI MEAN SCORE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74.365	2	37.183	79.584	.000^b
	Residual	60.270	129	.467		
	Total	134.635	131			

a. Dependent Variable: TI MEAN SCORE

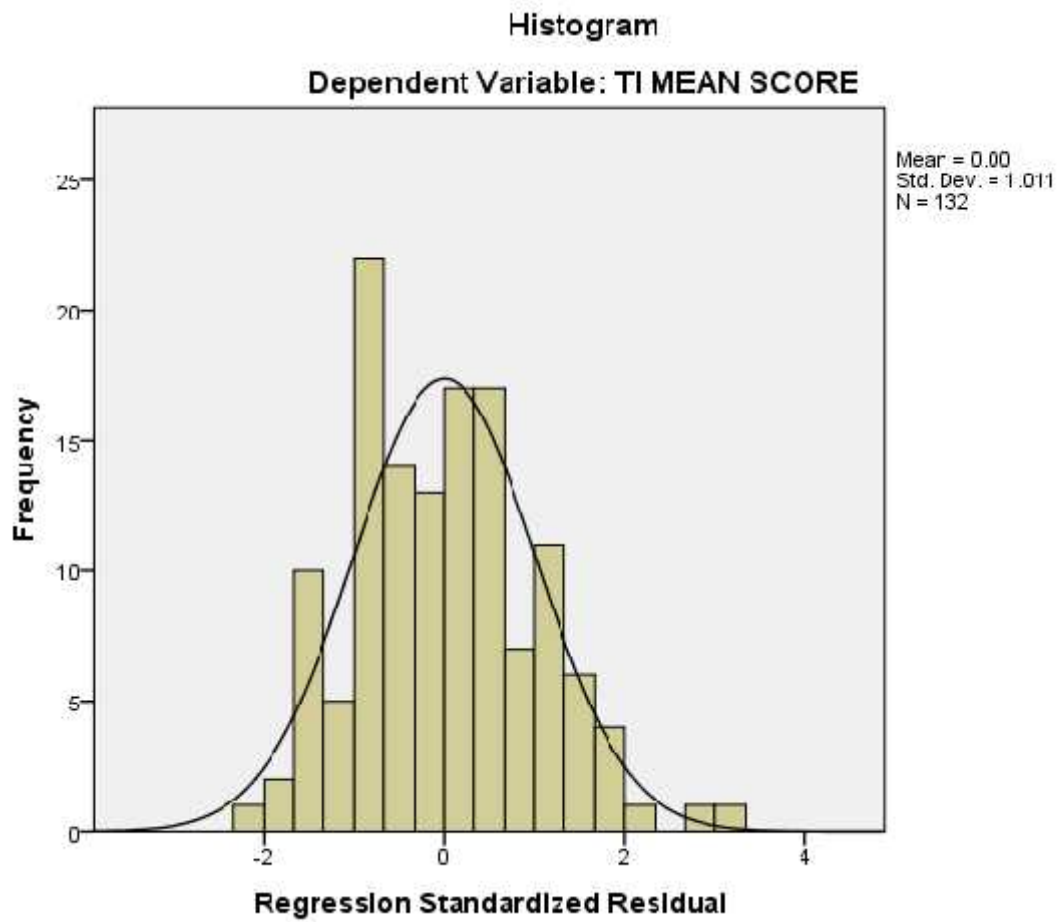b. Predictors: (Constant), EM MEAN SCORE, IM MEAN SCORES

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.099	.270		22.569	.000		
	IM MEAN SCORES	-.557	.124	-.423	-4.488	.000	.391	2.559
	EM MEAN SCORE	-.494	.128	-.364	-3.868	.000	.391	2.559

a. Dependent Variable: TI MEAN SCORE

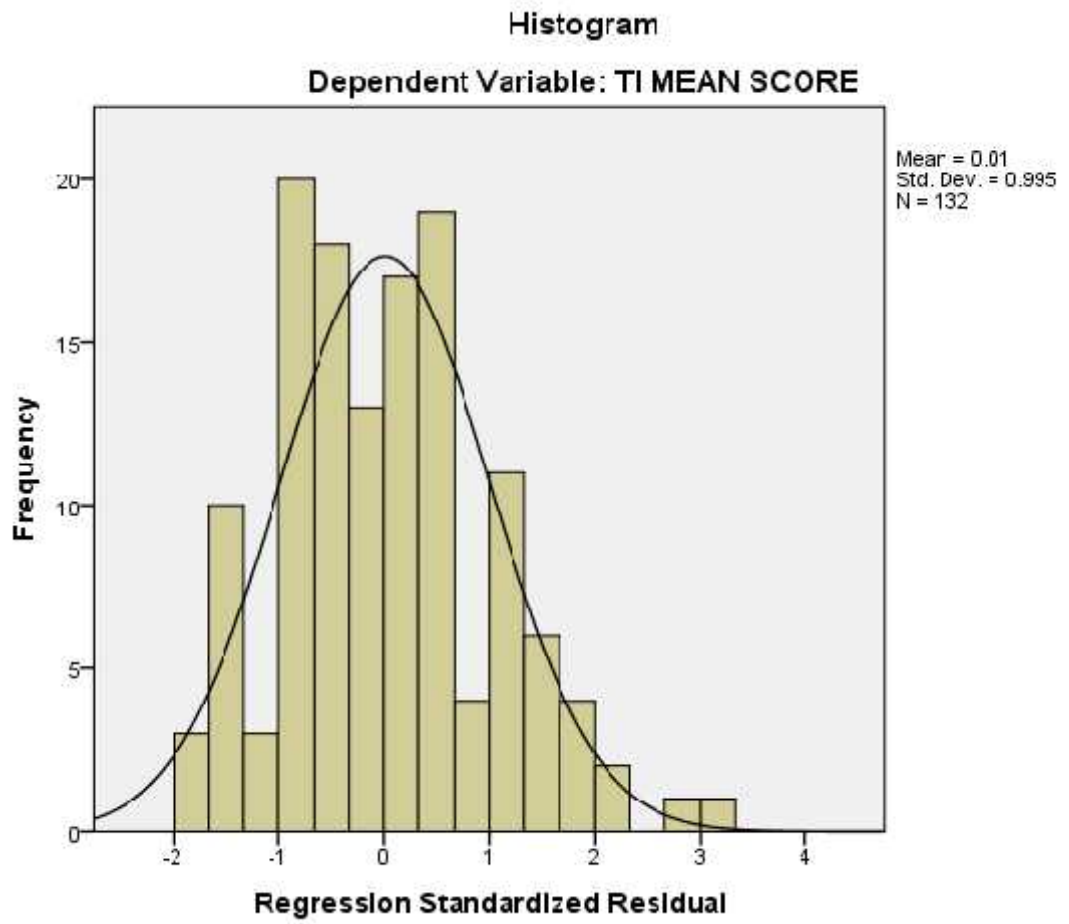Regression assumption test

Normality test

Model one

Histogram

Dependent Variable: TI MEAN SCORE

Mear = 0.00
Std. Dev. = 1.011
N = 132

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: TI MEAN SCORE

Scatterplot

Dependent Variable: TI MEAN SCORE

Model Two

Histogram

Dependent Variable: TI MEAN SCORE

Mean = 0.01
Std. Dev. = 0.995
N = 132

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: TI MEAN SCORE

Scatterplot

Dependent Variable: TI MEAN SCORE