

## **HOW EMPLOYEE’S WORK ATTITUDE MEDIATE IN BETWEEN EMPLOYEE REWARD SYSTEM AND PERFORMANCE: IN CASE OF ETHIOPIAN TEXTILE AND CLOTH INDUSTRIES**

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### **ABSTRACT**

*The present study conducted to check the mediation effect of employee's work attitude between reward system and organizational performance in textile and cloth sector of Ethiopia. The researchers employed quantitative explanatory research design. In addition to this, instrument used to collect data was self-administered questionnaire. Data was collected from industrial park employees and HR mangers. Researchers deployed multiple- stage sampling. A field survey was administered to get data from 420 employees working in textile and cloth industries located in the industrial park. SPSS and AMOS version 26 was used for data analysis. Mahalanobis' distance was used for outlier's detection and data imputation. The researchers deployed Kaiser-Meyer-Olkin test to check sphericity of the data and manifested that KMO and p-value were 0.784 0.000 respectively, that indicated the data adequacy. Factor loading for all used items founded was more than 0.6 which confirmed the factors for further analysis. All observed variable able to explained the behavior of dependent variable by 66.5% because TVE=66.5 with it all observed items eigen value more than 1. During SEM researchers founded the model fitness with CMIN/DF=3.080 with p-value = 0.482, and all fitness indices like TLI, GFI, PNFI etc. ...more than 0.9 which were in acceptable threshold limit. Total effect indicated the partial mediation of employee work attitude in between reward and organization performance in the study area. Therefore, policy makers should focus more on employee work attitude while implementing HRM practices to optimize the performance of an organization.*

**Key Words:** *Employee Reward System, Employee Work Attitude, Organization Performance, Industrial Park*

## **1. BACKGROUND**

Employee reward systems enable the industries to recognize their employees' commitment and results by enhancing employee with gifts, admiration, and both money and non-monetary encouragements (Ashtalkoska, 2022). It is possible to use those rewards system for creating positive work attitude, building morale and creating promising in work environment (Lollo & O'rourke, 2020). Furthermore, employee reward system schemes may also play an important role in attracting and retaining employees or differentiating the industries from its competitors.

Recognition and recognition of employees are linked directly to greater employee engagement, which leads to an increase in worker retention and contributes towards creating a better overall working environment (Szegedi, 2023). The introduction of an incentive and recognition system will help to improve the engagement of employees, leading to a number of benefits for the company in terms of increased productivity and retention.

Psychologists began to study behavior in the early 1900's; Sigmund Freud was one of the first psychologists who studied behavior, and his work has been called psychoanalysis theory. Rewards and Recognition is a system where people are acknowledged for their performance in intrinsic or extrinsic ways (Awino & Kipsang, 2020). When a suitable reward is offered, employees' efforts are properly recognized and appreciated.

### **1.1 Objective of the Study**

The aim of the study is to test the mediation of employee's work attitude on relation between reward and organizational performance.

### **1.2 Theoretical Foundations**

Three theories; resource-based view, social exchange and Herzberg's two factors—served as the foundation for this study. The Herzberg two-factor theory is applicable for this study since it examines the role that rewards systems play in enhancing employees' work attitudes and boosting organizational performance (Zeb, Rehman, Imran, Ali & Almansoori,2020; Mbebeb, 2019;Greus & Sleath, 2018; Martono & Putri, 2018).

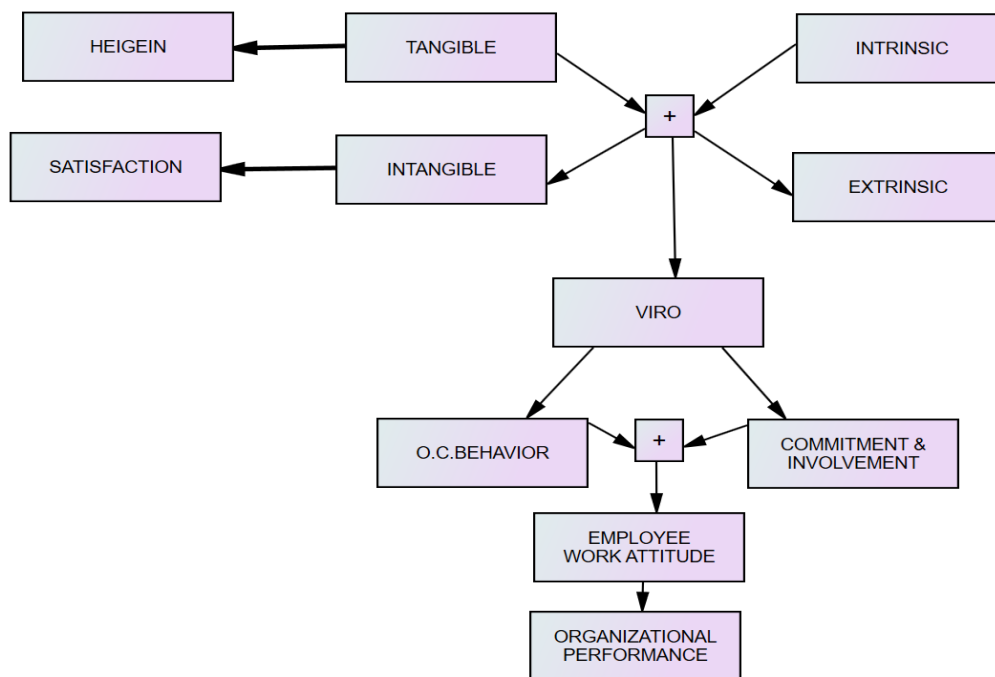
Barney under RBV manifested that building an employee reward system is able to boost organizational performance. A company can perform better by utilizing resource-based thinking (Kassa&Tsigu, 2021; Farrukh, Khan, Raza, & Shahzad, 2021; 2021; Dhir & Chakraborty, 2021; Salman, Ganie, & Saleem, 2020). The social exchange theory is pertinent to this research because it explain how reward alters employee behavior and organizational performance.

**Table 1. Meta analysis of Theory**

No.	Theory /Author/ year	Recently Studies Based on related Theory	Relevance /Contribution of the theory for this study	Variable extracted
	Herzberg two factor theory (1959) Frederick Herzberg	(Mbebeb, 2019) (Yousaf, 2020) Al-Awar et al., (2022) (Greus & Sleath, 2018).	Extrinsic recognizes the intrinsic reward that comes from the work attitude itself.	Reward system
1a	Resource based view (Penrose, 1959)	(Kassa & Tsigu, 2021; Farrukh et al., 2021;Dhir & Chakraborty, 2021;Salman et al., 2020).	This theory is important for how employee rewarding system is improve organizational performance.	Employee reward system Organizational performance.
1b	RBV (Wernerfelt, 1984)	(Haldorai et al., 2022; Kuria & Mose, 2019)	This theory is more focused on the external working environment.	Employee reward system
1c	RBV (Barney, 1991).	(Shaw, 2021; Katou, 2021;Kura,Suleiman & Abubakar, 2021 & Graziano, 2020)	Internal resource scarce, difficult to imitate, non-substitutable, rare and valuable.	Reward system, Employee's work attitude.
2a	Social Exchange theory (George Homan, 1958)	(Homans, Hare &Polley, 2017; Stergiou, 2022; Elita & Sinthia, 2021; Edler, 2020; Ohemeng et al., 2019)	Social behavior as exchange of financial rewards and non-financial goods, like time, money, effort, approval, prestige, power.	Employee's work attitude
2b	Social Exchange theory (Peter Blau , 1964)	(Jiang, Shi & Wen, 2022; Salvador,Moreira & Pitacho, 2022; Joel, Moses, Igbinoaba, Maxwell, Salau & Omobolanle, 2022)	Believed that inequality and power distributions were emergent properties of ongoing relations of social exchange.	Work attitude
2c	Social Exchange theory (Emerson, 1976).	(Küçük, 2020; Naseem, Akhtar & Akram, 2020; Dishop, Green, Torres & Aarons, 2019)	Exchange based behavioral change on friendship behavior in the workplace.	Reward system; work attitude
2d	Social Exchange theory (Cropanzano & Mitchell, 2005)	Mulaphong, Alcover, Chambel & Estreder, 2020; Farid, Iqbal, Jawahar, Ma, & Khan, 2019).	SET is behavioral change in the organizational influence employee behavior.	Work attitude.

*Source: Researchers Own Meta synthesis (2022)*

**Figure 1. The Relationship of Theories**



**Source: Researchers Own Construct (2022)**

### 2.1. Employee Reward System Concepts

The term "reward system" refers to any non-financial, financial, and emotional benefits that an organization provides to its employees in exchange for the work they perform, either to recruit or retain the desired level of talented workers (Gulyani & Sharma, 2018; Fabiano, Marcellusi, & Favato, 2021).

**TABLE 2: METANALYSIS OF REWARD SYSTEM CONCEPT**

Item No.	Author(s)	Definition
1	Smyth (1968)	<ul style="list-style-type: none"> <li>Employees who act in the preferred will get reward.</li> </ul>
2	Bishop (1987)	<ul style="list-style-type: none"> <li>Explained how reward systems are related to company size and how pay is related to production. both monetary and intangible rewards.</li> </ul>
3	Bowen & Radhakrishna, (1991)	<ul style="list-style-type: none"> <li>The creation of an employee reward system that considers job growth and improvement.</li> </ul>
4	Ajila (1997)	<ul style="list-style-type: none"> <li>Extrinsic cost and or receive external rewards for his or her job.</li> </ul>
5	Bartol (1999)	<ul style="list-style-type: none"> <li>Compensation for their employees, behavior-oriented or outcome-oriented</li> </ul>
6	White & Drucker (2000)	<ul style="list-style-type: none"> <li>Reward systems are comprised financial (monetary) and non-financial rewards.</li> </ul>

7	Jacobsen & Thorsvik (2002)	• Employees will be penalized or no reward will be distributed. consist of Individual, group & system.
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*Source: Researchers Own Meta Synthesis (2022)*

## 2.2 Employee’s Work Attitude Concept

Work attitudes are described as evaluative comments that might be directly or indirectly related to an object, person, or event, according to Robbins (2003).

**TABLE 3: Concept of Employee’s work attitude**

Item No	Author(s)	Definition
1	Robbins (2003)	Your attitude toward other people or situations might be either positive or negative.
2	Smith (1969)	Employee attitudes have an impact on organizational performance and employee job satisfaction.
3	Meyer & Allen (1997)	Feeling of obligation to continue employment.
4	Lodahl and Kejner (1965)	Define as job involvement, considered as a cognitive credence state of psychological recognition with one’s job.

*Source: Researchers Own Meta Synthesis (2022)*

## 2.3 Organizational Performance

Due to the fact that the subject of economic performance encompasses a variety of concepts, the notion of performance is used as a reference in both theoretical and practical contexts. The most significant terms include competitiveness, productivity, profitability, and company growth (Sukumar, Jafari-Sadeghi, Garcia-Perez, & Dutta, 2020; Cho, Chung, & Young, 2019).

Profits, return on assets, and return on investment are three distinct components of business financial performance that make up organizational performance (Nizam, Dewandaru, Nagayev & Nkoba, 2019). Sales, market share, total shareholder return, and economic value added are measures of a product's market performance (Sutduean, Singa, Sriyakul, & Jermsittiparsert, 2019).

There is a dearth of published study on reward system effect on organizational performance with the mediation of Ethiopia's textile sector, and little is known about the significant aspects (Yohannes, 2018).

## 2.4 Empirical Studies

### 2.4.1 Reward System and Organizational Performance

Companies that prioritize employee rewards systems see a rise in job satisfaction, which leads to higher performance on both the individual and team levels (Gheitani, Imani, Seyyedamiri, & Foroudi, 2018). Researchers have claimed that employee compensation systems and organizational performance have a beneficial association in prior studies (Anwar &

Abdullah, 2021; Pang & Lu, 2018; Ahmed, Khuwaja, Brohi, Othman, & Bin, 2018). However, several researchers concluded that there is little correlation between employee reward systems and organizational performance (Hoque, Awang, Siddiqui, & Sabiu, 2018; Hee & Jing, 2018; Al-Ali, Ameen, Isaac, Khalifa & Shibami, 2019).

***H1: There is a statistical significant relationship between employee's reward system and organization performance.***

#### **2.4.2 Reward System and Employee's Work Attitude**

Both monetary and non-monetary rewards influence employees' work attitudes and last over time. Industries provide financial incentives to improve worker attitudes and boost industry performance (Rehman, Mohamed, & Ayoup, 2019).

Many businesses use the industrial financial incentive system, including "bonuses, profit sharing, wage incentives, and extra allowances," to improve employees' work attitudes (Koo, Chua, Lee & Han, 2020). According to researcher arguments, the manufacturing industry's compensation system has a favorable and significant association with employees' attitudes toward their jobs (Awino & Kipsang, 2020).

According to scholars, an employee's attitude is more closely related to what they expect from their industry, which is to value their job performance through a variety of financial compensation systems (Dinc, Zaim, Hassanin, & Alzoubi, 2022; Prasetio, Indiyati, & Madiawati, 2021). Employees will remain dedicated, involved, and employed if the industry meets their expectations.

***H2: There is a significant statistical relationship between Reward system and employee's work attitude.***

#### **2.4.3 Employee work attitude and organizational performance**

Employee work attitude affects goal attainment and operational effectiveness, both of which affect organizational productivity (Sumbala & Verawat, 2022; Arifin, 2020; Kröll & Nüesch, 2019; Cherian, Gaikar, Paul & Pech, 2021). Employee happiness is directly correlated with work attitudes including dedication, participation, and organizational citizenship behavior (Jaworski, Ravichandran, Karpinski & Singh, 2018; Nartey, Annan & Nunoo, 2018).

In light of this, an employee's work ethic reflects their sincere desire to support the firm in achieving its objectives (Schulz-Knappe, Koch & Beckert, 2019). According to a set of employee work attitude determinants and their impact on affective, continuance, and normative commitment as well as employee involvement and organizational citizenship of textile (Mahmood Aziz, Jabbar Othman, Gardi, Ali Ahmed, Sabir, Burhan Ismael, & Anwar, 2021; Usman, Javed, Shoukat, & Bashir, 2021; Alsheikh & Sobihah, 2019) investigated a number of factors that affect an employee's work attitude and their effects on organizational citizenship, employee involvement, and affective, continued, and normative commitment in the textile industry.

***H3: There is a statistical significant relationship between Employee’s work attitude and organizational performance.***

#### **2.4.4 Mediating Role of Employee’s Work Attitude in between Employee Reward System and Organizational Performance**

Effective rewards must be acknowledged in the textile business since managing employee awards and dealing with employee behavior is not an easy issue for organizations. As a result, the textile sector has to implement an efficient rewards system to improve employee attitudes and organizational performance (Malik, Hayat Mughal, Azam, Cao, Wan, Zhu & Thurasamy, 2021; Aldoghan, 2021).

The employees' attitudes can most significantly affect employee conduct in the workplace. These three concepts are dedication, involvement, and organizational citizenship (Gopinath, 2020 and Brink, & Wamsler, 2016). When an employee has a positive attitude at work, it inspires devotion, attachment to his work and workplace, increased attachment to his job, and positive behavior. Organization members who adhere to labor and employee laws spend the entire day safeguarding industrial assets, goals and objectives for the industry (Delle, Kumasey, Agyabeng & Hossain, 2022; Karabay, 2021) Gardner, Pierce, and Peng (Gardner, Pierce, & Peng, 2020).

Having a dedicated, involved, and organizationally connected staff would obviously appear to be advantageous when viewed from an organizational perspective. Employee recognition and rewards have been shown to boost organizational values, teamwork, customer satisfaction, and employees' attitudes toward their work (Widarko & Anwarodin, 2022; Lestari, 2022). As a result, rewarding and recognizing employees result in more employee engagement, which boosts retention and contributes to a more favorable workplace environment overall.

***H4: Work Attitude has Mediating Role in between Employee Reward System and Organizational Performance***

### **3.1 RESEARCH PHILOSOPHY AND METHODOLOGY**

In the current study, researchers used a range of ways to apply the pragmatic paradigm and obtain understanding of the stated research problem. The use of induction (finding of patterns), deduction (testing of ideas and hypotheses), and abduction (discovering and relying on the best of a set of explanations for understanding) are all part of the logic of pragmatic inquiry. A quantitative research approach and exploratory research design was used in the study.

The public-private textile and cloth industries located in Ethiopia were the subject of this investigation. Hawasa Industrial Park, Mekelle Industrial Park, Knobloch Industrial Park, Adama Industrial Park, DBL Industrial Park in Mekelle, Debar Birahan Industrial Park, Jimma Industrial Park, and Bahir Dar Industrial Park are the 10 public industrial parks in Ethiopia (ipdc.gov.et/ 2022).

### 3.3 DETERMINATION OF SAMPLE SIZE

The researchers employed Dillman (2000, 2007) sampling formula in order to determine the representative sample of the study and also used to minimize coverage error in the research survey. The sampling technique of the study was the multi-stage sampling technique to make sub cluster to get desire sample size. At the first researchers used the purposive sampling to select public- private textile industries. At the second stage, stratified sampling was used that divides the population into homogeneous sub populations from a heterogeneous sample

The researchers used Dillman's (2000, 2007) sampling formula to get representative sample.

$$n = [(N) (p) (1-p)] / [(N-1) (B/C)^2 + (p) (1-p)]$$

$$n = [ (46903) (0.5) (1-0.5)] / [(46903-1) (0.05/1.96)^2 + (0.5) (1- 0.5)] = 388$$

**Table 4: Sample Size**

NO	Textile and cloth industry	Number of employees	Proportion	Sample size
1	Hawass industry park	25,026	203	203
2	Adama industry park	3,598	29	29
3	Bole Lemi industry	16,111	131	131
	Total	<b>46903</b>	<b>363</b>	<b>363</b>

### 3.4 KMO and Bartlett's Test Factor Analysis

The KMO calculates the sample adequacy, which must be higher than 0.5 for a factor analysis to be accepted as satisfactory and a value. So, KMO illustrated under Table 5.

**Table 5. KMO and Bartlett's Test Factor Analysis**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.784
Approx. Chi-Square	1591.763
Bartlett's Test of Sphericity df	28
Sig.	.000

*Source: SPSS output (2022)*

KMO between 0.6 to 1 suggests that correlation patterns are reasonably compact and data had sphericity, which causes factor analysis to produce unique and dependable factors. The KMO assesses sampling adequacy, which should be more than 0.5 for a suitable factor analysis to be accepted. Recognition and incentive are two things that go into employee awards. KMO and Bartlett's Test suggested to measures that data sphericity founded the KMO= 0.784. As a result, KMO outcomes depicted the data sufficiency. The KMO measurement outcomes variable-wise were displayed in Table 6 below.

**Table 6. KMO and Bartlett's Test (Bartlett's Test of Sphericity)**



	Variable	Kaiser-Meyer-Olkin	Approx. Chi-Square	df	Sig.	Result
1	Recognition	.776	716.741	6	.000	Established
2	Motivation	.765	645.211	6	.000	Established
3	Affective	.713	512.522	6	.000	Established
4	Continenence	.728	425.259	6	.000	Established
5	Financial	.673	467.358	6	.000	Established
6	Growth	.681	541.711	6	.000	Established
7	Employee satisfaction	.801	898.102	15	.000	Established

Source: SPSS output (2022)

The results of KMO measure of affective and continence work attitudes founded at 0.713 and 0.728 respectively. Financial, Growth employee's satisfaction and employee satisfaction were the three factors that are measured by KMO at 0.673, 0.681, and 0.801, respectively. The data collection instrument used in this study was self-administrated questionnaire therefore researchers conducted the factor analysis and founded that all observed variable able to explained the behavior of dependent variable by 66.5% because TVE= 66.5 with it all observed items eigen value more than 1 (Annexure -1).

### 3.5 Confirmatory Factor Analysis

Confirmatory factor analysis is a statistical technique used to verify the factor structure of a set of observed variables. CFA also allows researchers to test hypotheses based on the relationships between observed variables underlying structure. CFA allows the researcher to test the hypothesis that a relationship between observed variables and their underlying latent constructs exists (Luong & Flake, 2022).

Estimate result of CFA displayed in table 7 depicted the covariances between organization performance and employee work attitude and Employee reward system. The covariance is estimated to be 0.237 shows an observation on an approximately normally distributed random variable centered around the population covariance with a standard deviation of 0.029, that is, if the assumption in the section “distribution assumptions for AMOS model” the significant level of 0.05, any critical ration that exceeds 1.96 in magnitude would be significant. Estimate of standard error (S.E) of the covariance, 0.029 Critical Ration is more than 1.96 at 0.05 significance level therefore, covariance between variables were significantly difference from zero table 7 below illustrate the result of Covariance’s.

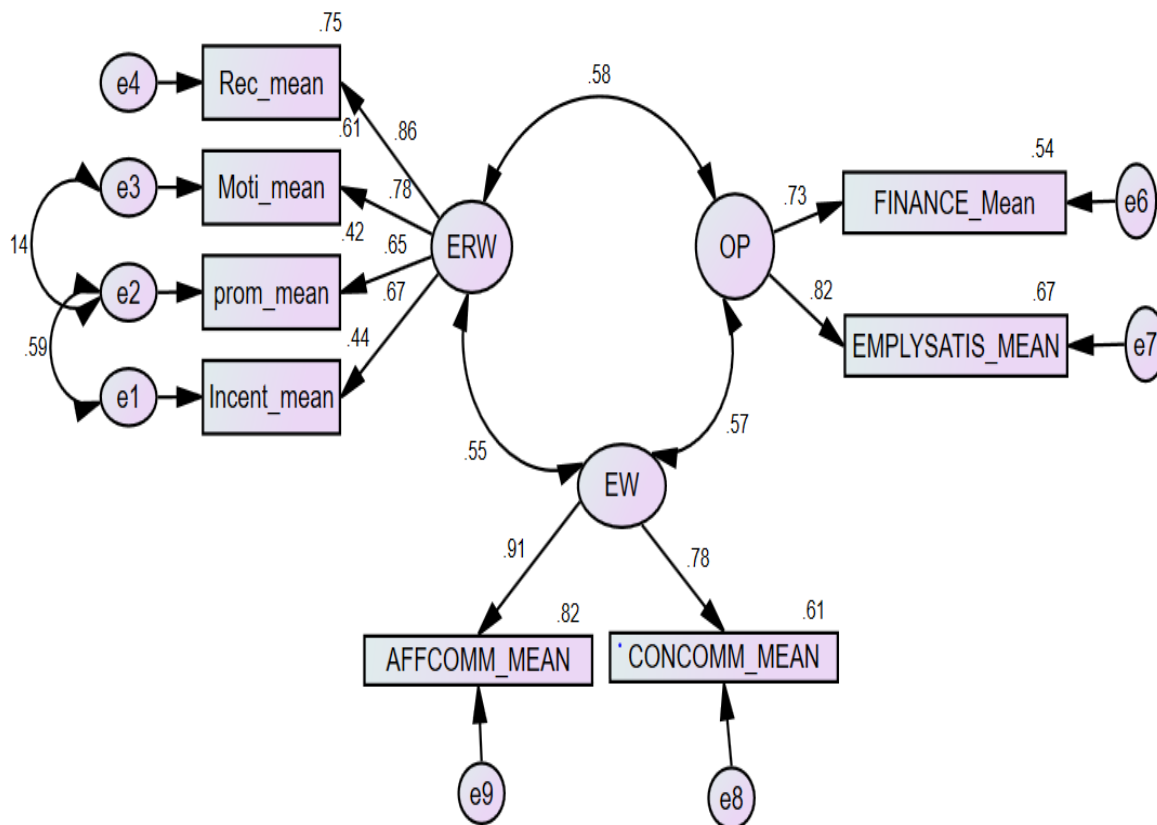
**Table 7. Covariances: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
OP	<-->	EW	.237	.029	8.056	***	par_8
ERW	<-->	EW	.275	.036	7.622	***	par_9
ERW	<-->	OP	.190	.026	7.431	***	par_10

Source: SPSS Output (2022)

The covariance estimate displayed between ERW and OP was estimated to be 0.275; showed a standard deviation of .036, that is, distribution assumptions for AMOS model at the significant level of 0.05. Any critical ration that exceeds 1.96 in magnitude would be significant. Estimate of standard error (S.E) of the covariance is .036; Critical Ration is more than 1.96 at 0.05 significance level. Therefore, covariance between variables was significantly difference from zero.

**Figure 2: Confirmatory Factor Analysis**



Source: AMOS Output (2022)

The first estimate displayed is the covariance OP and employee work attitude. The covariance is estimated to be .0190 shows an observation on an approximately normally distributed random variable centered around the population covariance with a standard deviation of .026, that is, if the assumption in the section “distribution assumptions for Amos model the significant level of 0.05, any critical ration that exceeds 1.96 in magnitude would be significant. Estimate of standard error (S.E) of the covariance, .026.

Critical Ration is more than 1.96 at 0.05 significance level the fore covariance between variables is significantly difference from zero.

### 3.6 DISCRIMINANT VALIDITY

Discriminant validity is demonstrated by evidence that measures of constructs that theoretically should not be highly related to each other are, in fact, not found to be highly correlated to each other. Practically speaking, discriminant validity coefficients should be noticeably smaller in magnitude than convergent validity coefficients the result shown under table eight (8), the correlation table.

**Table 8. CORRELATION**  
**Correlations**

	Rec_ mean	Moti_ mean	prom mean	Incent mean	Finance Mean	Employee satisfaction_ Mean	Affective comm_ Mean	Continua comm_ MEAN
Recognition_ mean	1							
Motivation mean	.674**	1						
promotion mean	.579**	.554**	1					
Incentive mean	.589**	.488**	.765**	1				
Finance_ Mean	.375**	.388**	.260**	.269**	1			
Employ satisfaction_ Mean	.369**	.404**	.296**	.337**	.600**	1		
Affective commitment _Mean	.447**	.401**	.288**	.334**	.354**	.419**	1	
Continuance commitment _Mean	.295**	.343**	.297**	.357**	.327**	.406**	.705**	1

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

*Source: SPSS Output (2022)*

Discriminant validity achieved because square root of AVE is more than other all correlation values.

### 3.7 Model fit indices

From the above table result shows that CMIN/DF value is 3.080 which is at least or not more than 2 which indicates good model fit, root mean of residual .017 is less than 0.05, goodness fit indices 0.9753 greater than 0.95, comparative fit index 0.936 greater than 0.95 and root mean square error of approximation 0.025 less than 0.05. Therefore, the overall fit model is good. The value of interest here is the GFI for the default model, so main focus was on GFI. GFI is 0.973 that is more than 0.95 indicated that Goodness of Fit Index for the proposed Model by the researchers the result shown under table 9.

**Table 9: Model Fit indices**

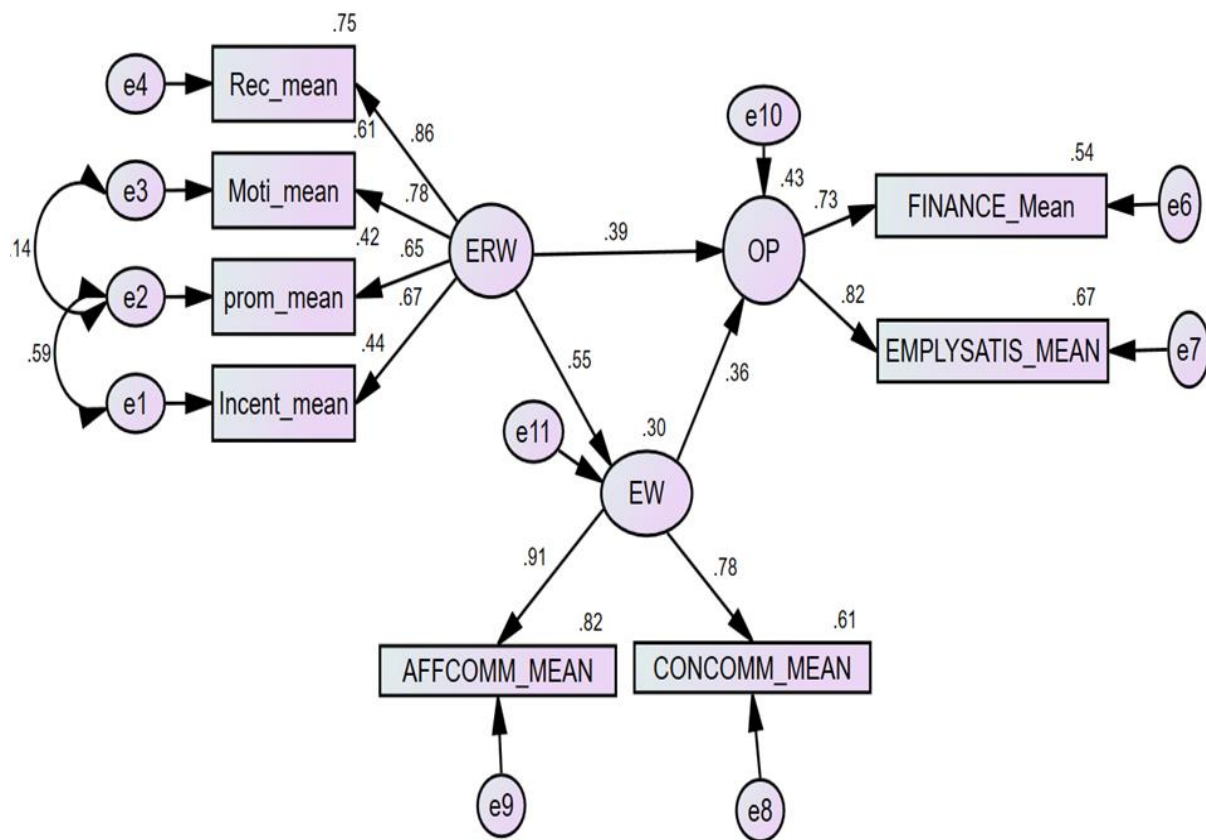
P	CMIN/DF	RMR	GFI	CFI	TLI	RMSEA
0.482	3.080	.017	0.973	0.936	0.963	.025

*Source: AMOS Output (2022)*

### 3.8 Mediation Analysis

Direct impact of ERW on OP was 0.487. EW acts as a middleman between ERW and OP. Barron and Kenny (1987) used mediators with work attitudes regarding the researcher's work as predictors. Further research was done on the mediation idea. The SPSS vs.26 and AMOS vs. 26 process macros were first utilized by the researchers to analyze the link between predictors and the work attitude mediation. The researchers subsequently examined the mediation of work attitudes in employee reward systems and employee's work attitude Model Fit indices result, which is given in the table below, after showcasing the confirming results of the Hayes procedure (9).

**Figure 3: SEM Modeling (Mediation Analysis)**



*Source: AMOS Output (2022)*

At a significance level of 0.05, the SEM (Structure Equation Modeling) expressed work attitude results show a mediation effect between employee work attitude and organizational performance of 0.70. The total effect, which is the aggregate of the direct effects, was found to be 0.48. Additionally, the indirect effect of 0.70 at the 0.05 level of significance reflects the work attitude of the employee as well as the connection between the employee's reward system and the performance of the textile sector.

The overall impact of all identified predictors on the performance of the textile industry is 0.70. The outcome of the path analysis study is shown in Figure 3 together with

Table 10 (10), which displays the results of the mediation analysis and total effect. The dependent variable or behavior of the dependent variable is explained by the existence of the mediator predictor.

**Table 10. Mediation Analysis & total effect**

	ERW	EW	OP
EW	.704	.000	.000
OP	.487	.233	.000

*Source: AMOS Output (2022)*

As the result of table employee work attitude is partially mediate organizational performance and reward system. The relation between RW and OP strengthened because mediation of work attitude from 48.7% to 70.4% with the P value of 0.000. According to Baran and Kenny (1986) model the structural equation model method allows analysis of direct and relations together, so the application provides an advantage specially when there one and more than mediator variable in the conceptual.

### **3.8 CONCLUSION:**

The primary goal of the study was to better understand how employee work attitude influences both employee reward systems and organizational performance. Based on data analysis using the AMOS program, it was discovered that the relationship between the reward system and organizational performance is very weak in the form of a standardized direct influence when there is no employee work attitude acting as a mediator. However, the relationship between the compensation system and organizational performance is quite strong in the form of a standardized total effect due to the presence of employee work attitude as a mediator. Bootstrapping was used to examine the statistical significance of mediation (10,000 runs). Both experiments demonstrated that the relationship between the textile organization's performance and reward system is mediated by employee work attitude. It demonstrated that this relationship is totally mediated by employee work attitude. Therefore, it can be said that employee work attitude totally mediates the relationship between employee compensation system and organization performance in the research area.

### **3.9 Acknowledgment and Conflict of Interest**

Authors appreciated the opportunity to cooperate with everyone during this research project, especially the employee reward system at the textile industrial park in Addis Ababa and Hawassa, Ethiopia. We sincerely thank all of the respondents from the textile industrial park who opened the door for important data for our scientific investigation. The current study is a thesis work component of Metasebia Adula's (PhD Scholar) ongoing doctoral research at Bule Hora University in Ethiopia. Author has no competing interests with the current study.

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**Annexure-1**  
**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.463	28.634	28.634	15.463	28.634	28.634
2	4.709	8.720	37.355	4.709	8.720	37.355
3	2.489	4.609	41.964	2.489	4.609	41.964
4	2.363	4.375	46.339	2.363	4.375	46.339
5	2.062	3.819	50.158	2.062	3.819	50.158
6	1.944	3.600	53.758	1.944	3.600	53.758
7	1.737	3.217	56.975	1.737	3.217	56.975
8	1.416	2.623	59.598	1.416	2.623	59.598
9	1.391	2.575	62.173	1.391	2.575	62.173
10	1.208	2.237	64.410	1.208	2.237	64.410
11	1.133	2.098	66.509	1.133	2.098	66.509

Extraction Method: Principal Component Analysis.

- Source: SPSS output, 2022

**Annexure-1**  
**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.463	28.634	28.634	15.463	28.634	28.634
2	4.709	8.720	37.355	4.709	8.720	37.355
3	2.489	4.609	41.964	2.489	4.609	41.964
4	2.363	4.375	46.339	2.363	4.375	46.339
5	2.062	3.819	50.158	2.062	3.819	50.158
6	1.944	3.600	53.758	1.944	3.600	53.758
7	1.737	3.217	56.975	1.737	3.217	56.975
8	1.416	2.623	59.598	1.416	2.623	59.598
9	1.391	2.575	62.173	1.391	2.575	62.173
10	1.208	2.237	64.410	1.208	2.237	64.410
11	1.133	2.098	66.509	1.133	2.098	66.509

Extraction Method: Principal Component Analysis.

Source: SPSS output, 2022