



**ST. MARY'S UNIVERSITY COLLEGE
SCHOOL OF GRADUATE STUDIES**

**EMPLOYEE MOTIVATION PRACTICES AT
NEFASSILK PLANT OF MOHA SOFT DRINKS
INDUSTRY SHARE COMPANY**

**By
ANDARGE GETANEH**

**MAY, 2013
ADDIS ABABA, EHTIOPIA**

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Shoa Jemal (Asst.Prof.). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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Signature

May, 2013

ENDORSEMENT

This thesis has been submitted to St. Mary's University College, School of Graduate studies for examination with my approval as a university advisor.

Advisor

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St. Mary's University College, Addis Ababa

May, 2013

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ABSTRACT

The aim of the study is to investigate the Employee Motivation Practices in Moha Soft Drinks Industry at Nefassilk Plant, Addis Ababa. The plant's main products are Pepsi Cola, Mirinda, 7-Up and Mirinda Tonic. This study examined the existing workers motivational situations and its importance to the productivity of the study organization. To conduct the study, questionnaires were distributed to 10% (93 workers) of the total 926 employees in the study organization. From the distributed 93 questionnaires, 91 of them had filled and returned. Descriptive research method had employed to conduct the study. For this research, both primary and secondary data sources were utilized to gather data. Tables, percentages and averages were used to analyze and interpret the collected data. Motivation is the key to improve productivity through motivating all the employees whether professional, skilled or unskilled. The results of the study find out that the working conditions, the organization's financial and non-financial rewards, level of recognition, decision-making, delegation authority, and the ways of information flows on organizational (policies, working practices and procedures) in the organization were satisfactory and attractive. However, their feelings were neutral by the feedback they have received about their past job performance and their degree of interest were neutral the nature of the work. Besides, the organization's motivational packages were more of financial rewards and the workers turnover and absenteeism problems are serious issue in the organization. Among the different motivation factors job security was the first and salary increment the second best factors to motivate workers. Based on the summary of the findings, motivation is the best tool that helps to improve workers as well as organizational productivity. Therefore, applying appropriate motivational factors (both financial and non-financial rewards) are crucially important to attain the stated objectives or missions of the organizations.

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CHAPTER ONE

INTRODUCTION

This introductory chapter explains the background of the study, the definition of terms used, statement of the problem, the basic research questions, objectives of the study, the significance of the study, scope and the organization of the research report.

1.1. BACKGROUND OF THE STUDY

Nowadays, human resources in any organizations have required better recognition and motivation for better performance. From all resources, the human part is too critical through which an organization able to make efficient use of all the resources for success. Managers in any organizations desired to get things done through and with their employees. Keeping employees commitment and loyalty to their organization is very challenging tasks to the management of the organizations (Kumar and Mitta, 2002). Therefore, applying the appropriate motivational factors to employee in the organizations like Nefassilk Plant of Moha Soft Drinks Industry Share Company plays a significant role to increase employee's satisfaction and organizational productivity through best utilizations of the available resources.

The motivation of employees, whether professional, skilled or unskilled, is major issues in all similar manufacturing industries. For manufacturing industry, employee motivation is a major issue to attain the goal of the organization. It is a challenge for the management of the manufacturing industry to motivate employees to stay on the job, to increase employee work performance and to increase organizational productivity. If employees are not satisfied, they will not perform as per the expected norms or standards.

When managers understand employee has needs and provides the suitable motivational approach to them, employees will match their goals with the organizations' goal. As a result, not only employees will get benefits but also the whole organization will be more successful (Ramasamy, 2003).

The purpose of this research is, thus, to assess the appropriate motivational activities applied in the organization, to create knowhow to the management about the importance of motivation to boost the performance of its workers and to increase the productivity of the whole organization.

To conduct this research, the researcher selected the Nefassilk Plant of Moha Soft Drinks Industry Share Company that is located at Nefassilk (Gottera) in Addis Ababa, Ethiopia. Currently, the Nefassilk Plant has 926 workers of which 595 of them are males and 331 of them are females. The plant is engaged in soft drinks manufacturing industry. The plant's main products are Pepsi Cola (cola flavor), Mirinda (Orange flavor), 7-Up (lemon flavor) and Mirinda Tonic (Moha, 2003).

Nefassilk Pepsi Cola Plant is one of the Moha's pioneer plant in manufacturing and supplying of Pepsi cola products in Ethiopia that established in 1966 as a share company with an initial capital of one million birr. The capacity of the bottling line at that time was 20,000 bottles per hour. In 1986, the plant was renovated and expanded to a capacity of 50,000 bottles per hour with twin fillers. Total renovation and expansion investment cost was birr 6,647,944.00 (Moha, 2003).

Mohammed Hussien Al-Amoud32qi (MOHA) soft drinks industry Share Company had formed and registered under the commercial code of Ethiopia on the 15th of may 1996. This company formed after the acquisition of four Pepsi Cola Plants located at Addis Ababa (Nefassilk and Teklehaimanot), Gondar and Dessie that were purchased by Sheik Mohammed Hussein Al-Amoudi on 18 January 1996, through bid that was tendered by Ethiopian privatization agency. The hand-over of the factories finalized on 4 April 1996 (Moha, 2003).

As stipulated in the memorandum of association, the purpose of the organization is to manufacture, buy, sale, bottle, distribute and otherwise deal in non alcoholic beverages, mineral and aerated waters and ingredients thereof in Ethiopia and elsewhere; to manufacture, sale and distribute bottles, corks, corks screws and all type of crates; to manufacture, sale and distribute carbon dioxide; to invest in other business and enterprises, to establish and manage in Ethiopia or abroad, such subsidiaries, branches,

agencies as may be deemed desirable and generally, to carry on and engage in other activities which the company may deem necessary incidental or related to the attainment of any of the above purposes (Moha, 2003).

Organizations are concerned with what should be done to achieve sustained high levels of performance through people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and, importantly, the work they do and the organization context within which they carry out that work. The aim is to develop motivation processes and a work environment that will help to ensure that individuals deliver results in accordance with the expectations of management. Well-motivated people are those with clearly defined goals who take action that they expect will achieve those goals (Armstrong, 2006).

Therefore, the study is very important to address the level of employees' motivational conditions in the existing organization, to investigate the level of employees' work performances, to investigate the effect of motivational packages towards employee's productivity and addressing the workers motivational activities applied in the organization. In addition, this study gives information to the management about the importance of employee motivation and its effect on employee's productivity if the study organization will apply proper motivational packages.

1.2. DEFINITION OF TERMS

The following terms are defined as they are used in the study report.

Motivation is a process that starts with a physiological or psychological need that activates a behavior or a drive that has aimed at a goal (Singh, 2002).

Industry is the manufacturing business sector like the study organization that engaged in the manufacturing sector.

Absenteeism is a regular absence of workers from work without permission.

Turnover is as when an employee leaves his or her organization and is replaced by another new employee (Jian and Saakshi, 2008).

Productivity is the measure of the products produced relative to the workers in the study organization (Cascio, 2003).

Morale describes an employee's state of attitude, feeling and judgments about his work, peers, supervisors, subordinates and his organization (Monappa and Saiyadain, 1996).

Employee is defined as the employee who works in the study organization.

1.3. STATEMENT OF THE PROBLEM

One of the major problems in today's organizations is how to get maximum contribution from their employees. Motivation is the best tool that helps the management of the organization to increase employee's contribution for better productivity. Therefore, it is very important for Moha Soft Drinks Industry at Nefassilk Plant to increase its employee's productivity by using the tool of motivation.

Motivation of employees is a challenge that managers frequently face within the workplace. In today's business environment, employee motivation is the vital management challenge. Within a business environment, understanding the importance of motivation helps to manage organizational behavior (Patton, 1997).

As per the researcher's physical observation made before conducting this study, the human resource utilization in the study organization faces problems like dissatisfaction and compliant of workers, high turnover rate, frequent absenteeism, and poor work performance indicates the existence of problems in the study organization. Motivating employees is one of the critical responsibilities of managers and human resource management in the organizations (Singh, 2002). Hence, to improve employees' productivity applying appropriate motivational practices are very important to keep employees motivated in the study organization.

Therefore, this research is conducted to assess the management and workers motivational situations in the organization and to find out some important points about the importance of motivation on employee's productivity in the organization. The motivational problem areas addressed by the study are to find out the workers motivation positions in the study organization, to find out the weaknesses and strengths of the motivational practices applied in the organization, to find out the types of motivational packages applied in the organization are some of the important points that the management needs to pay attention to improve workers motivation status for better performance in the study organization.

1.4. BASIC RESEARCH QUESTIONS

For investigating workers motivational positions in the study organization, the following based research questions are stated:

- 1.4.1. What motivational practices were applied in the study organization?
- 1.4.2. What are the contributions of motivation to improve employees' productivity in the study organization?
- 1.4.3. What motivation factors are best important to motivate workers in the study organization?
- 1.4.4. What is the employee's motivation position in the study organization?
- 1.4.5. What are the weaknesses and strengths of the motivational practices applied in the study organization?

1.5. OBJECTIVES OF THE STUDY

The study has both general and specific objectives. The general and specific objectives of the research described as follows:

1.5.1. GENERAL OBJECTIVE

The general objective of the study is to maximize organizational productivity through applying appropriate motivational factors to employees in the study organization and to review the importance of motivation on employees performance by giving basic information to the management and to help as a reference for further research on similar issues.

1.5.2. SPECIFIC OBJECTIVES

The specific objectives of the study include:

- 1) To assess the types of employee motivational practices applied in the study organization.
- 2) To find out the contributions of motivation on employees' productivity in the study organization.
- 3) To find out the best important motivational activities applied in the study organization.

- 4) To find out the employees' motivation positions in the study organization.
- 5) To investigate the nature of the information flow towards motivating employees in the study organization.

1.6. SIGNIFICANCE OF THE STUDY

The significance of the study is to assess the importance of motivation to improve the productivity of the organization, and it provides data and information concerning human resource motivation practices to management of the organization. Therefore, the study has the following significance:

- To investigate the effect of motivation on employees work performance in the study organization.
- To assess the importance of motivation to maximize productivity of the study organization.
- It helps the management of the organization to investigate the weaknesses and strengths of the existing motivation practice applied in the organization.
- To provides data and information concerning human resource motivational practices to management of the study organization.
- To provide data and information for other interested organizations or individuals who intends to do further researchers on similar issues.

1.7. SCOPE OF THE STUDY

The study is focused on the motivational areas towards motivating employees to maximize both the employees' and the organization's productivity through applying appropriate motivational activities in Moha Soft Drinks Industry specific to the Nefassilk Plant, Addis Ababa. The researcher selected descriptive research methods to processes the collected primary and secondary data's from the organization.

1.8. LIMITATIONS OF THE STUDY

The researcher faced many challenges and limitation during conducting this study. Some of the limitations faced were:

- 1) Shortage of time to collect the required data.
- 2) Some of the distributed questionnaires to the respondents not returned to the researcher.
- 3) Shortage of finance to cover the cost of the study.
- 4) When comparing with the total population (926 workers), the sample size (93 respondents) is small figure.
- 5) Accuracy problems to answer the questioner (as per the researcher's view, from the filled and returned questionnaires, 4 of them not properly filled).

1.9. ORGANIZATION OF THE RESEARCH REPORT

The study is organized in five chapters. The first chapter deals with background of the study, definition of terms, statement of the problem, basic research questions, objectives of the study, significance of the study, scope of the study and limitations of the study. The second chapter comes across with the review of related literature. The third chapter illustrated the research design, sample and sampling techniques, source of data, methods of data collection, and procedures of data collection and methods of data analysis. The fourth chapter summarizes the results and findings of the study and interpretation or discussions of the findings. The fifth chapter, which is the closing chapter focused on summary of the findings, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter presents the theoretical background of motivation. The literature review presents different points about motivation and its contributions on employees as well as organizational productivity in any business industry. The chapter presented the concepts and importance of motivation, challenges and elements of motivation, theories of motivation, motivation and productivity, and other theoretical explanations about motivation and its contribution to increase individual worker's and organizational productivity as a whole.

2.1. CONCEPTS OF MOTIVATION

Motivation is one of the critical issues that have been discussing in every field currently. Answers have been searching for the following questions. What is motivation? How the management of the organization motivate their workers? How employees get motivated? What should do to motivate workers for better productivity? What motivation factors should applied to increase workers productivity?

Motivation is not something we can feel, smell, hear or see, we can only see the consequences of someone's inner motivation. We use the word motivation, wants, needs and motives very friendly at both work and elsewhere. All these attributes have to be deduced from their behavior (Weighman, 2003).

A motive is a reason for doing something for moving in a certain direction. People are motivated when they expect that a course of action is likely to lead to the attainment of a goal, a valued reward that satisfies their particular needs. Well-motivated people are those with clearly defined goals who take action that they expect will achieve those goals (Armstrong, 1984).

Motivation is the driving force behind all the actions of individuals. It is an activation of the inner drive, conscious or unconscious willingness of individuals or groups to extend effort to achieve a goal. Motivation not only affects other cognitive factors like perception and learning but also affects the total performance of an individual in organizational setting. This is the reason why managers attached great importance to motivation in organization. In fact, Likert has called motivation as the core of management (Sudan & Kumar, 2003). There are different types of motivation; these are intrinsic motivation that is people are internally motivated to do something and extrinsic motivation that comes into play when a student is compelled to do something (like money or good grades).

All organizations are concerned with what should do to achieve sustained high levels of performance through people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and, importantly the work they do and the organization context within which they carry out that work. Motivation theory examines the process of motivation. It explains why people at work behave in the way they do in terms of their efforts and the directions they are taking. In understanding and applying motivation theory, the aim is to obtain benefit through people in the sense that the value of their output exceeds the cost of generating it (Armstrong, 1984).

Based on Monappa and Saiyadain (1996), Motivation is mainly psychological. Motivation is the tools that forces and drives the individual's internal motives to act for better performance. Motivation in an organization is the willingness of an employee to respond positively towards organizational requirements. The more positive the individual's motivation towards the organization, the more effective is the workers performance. An individual's needs has determined by certain psychological imbalances, workers previous experience, social expectations and the interaction of two or more of these forces. To understand people's behavior, social motive should be recognized as being important.

Motivation refers to the initiation, direction, intensity and persistence of behavior. Incentives on the other hand are external measures that have designed and established to

influence motivation and behavior of individuals, groups or organizations. Motivation is a critical dimension of capacity, defined as the ability of people, institutions and societies to perform functions, solve problems, set and achieve objectives. Incentives and incentive systems are fundamental to developing capacities and to translating developed capacities into better performance (Balassanian, 2006).

According to Williams (2002), the people we manage that will affect the choices we make about them are their motivation level of energy, enthusiasm and commitment they bring to their work. They generally start from the premise that a person's motivation is based on a set of needs, the desire to achieve fulfillment of these needs is the force that motivates them.

Motivation of employees is a challenge that managers are frequently faces within the workplace. In today's business environment, employee motivation is perhaps the ultimate management challenge. Within the business environment, the understanding of motivation has seen as central to understanding and managing organizational behavior (Gregory H. Patton, Volume 24, 1997, p.1).

Motivating workers is about getting them to move in the direction of the organization's goal. Motivation can be described as goal-directed behavior. Well-motivated workers are those with clearly defined goals who take action to achieve the goal (Armstrong, 2006).

2.2. INTRINSIC AND EXTRINSIC MOTIVATION

According to Chowdhury (2007), motivation is a process of arousing and sustaining goal directed behavior. Among the different motivation theories, both extrinsic and intrinsic motivation plays an important role in influencing employees work performance. Workers give values both for the intrinsic and extrinsic rewards available in organization.

INTRINSIC MOTIVATION: Intrinsically motivated workers seek peer recognition and put the organizations and the customers before their own interests. Intrinsic motivation refers to motivation that has driven by an interest or enjoyment in the task itself and exists within the individual rather than relying on any external pressure. Intrinsic motivation is taking pleasure in an activity rather than working towards an external reward.

EXTRINSIC MOTIVATION: Extrinsic motivation refers to the performance of an activity in order to attain an outcome, which contradicts intrinsic motivation. It is widely believed that motivation performs two functions. The first is the energetic activation component of the motivation construct. The second is directed at a specific behavior and refers to the orientation directional component. Extrinsic motivation comes from outside of the individual. Common extrinsic motivations are rewards like money and grades and threat of punishment. Competition is in general extrinsic because it encourages the performer to win and beat others, not simply to enjoy the intrinsic rewards of the activity (Chowdhury, 2007).

2.3. IMPORTANCE OF MOTIVATION

According to Jian and Saakshi (2008), motivation is the process that influences people to act and determine the organizational effectiveness. All facilities may go waste if employees are not properly motivated. Some of the importances of motivation are:

- Need satisfaction: motivation helps in satisfying individual as well as group needs of employees.
- Job satisfaction: when employees are properly motivated, they use their skill and knowledge up to their maximum ability to show better result to the management.
- Productivity: motivation results increasing productivity since its basic objective is to achieve the goals of the enterprise.
- Reduction in labor turnover and absenteeism: employees prefer to stay in their organization thereby bringing the labor turnover to the minimum.
- Acceptance of organizational changes: generally, employees resist changes but with proper motivation, they accept changes thereby keeping the organization in line with the other competing concerns.
- Increasing all-round efficiency: the friction between the workers themselves and between the management and the workers is decreasing result in the all-round efficiency.

Motivation is a process that starts with a physiological or psychological need that activates a behavior or a drive that aimed at a goal. Motivating employees is one of the

critical responsibilities of managers and human resource management in the organizations and the performance of employees have directly related with their motivation level.

Motivation is an important part of managerial process. A team of highly qualified and motivated employees is necessary for achieving objectives of an organization. It is only through motivation process, they contribute maximum for accomplishing objectives. Importance of motivation in management may be judged on the basis of the following factors are: effective use of resources, higher efficiency, accomplishment of organizational goals, reduce labor turn over & absenteeism, healthy industrial relations and improved corporate image (Singh, 2002).

According to Ramasamy (2003), two important things are necessary to perform any job through motivating the workers in the organization. That is, workers should have ability to work and willingness as well motivated to work. If the workers are not willing and not motivated to work, the organization is unable to attain the stated goal. Hence, there is a need for motivation to create willingness in the minds of workers to do a job. The performance of workers in the organization can be expressed as the cumulative sum of workers ability, motivation and willingness of the employees in the organization.

2.4. ELEMENTS OF MOTIVATION

According to Koontz and Donnell cited at Jian and Saakshi (2008), the essential sound motivational systems are:

- Competition: it is an inducement to work hard and to compete each other in a sound proof of a good motivational system.
- Productivity: a good motivational system is that which helps in increasing efficiency and productivity of the labor.
- Flexibility: a motivation system should be able to adopt itself according to circumstances and situations. Because different individuals or groups of individuals has different needs and thus can be induced differently.
- Comprehensiveness: a good motivational system should help the working force to satisfy primary, social and personal needs. It should be applicable to all types or workers and as far as possible in equal proportion.

2.5. TYPES OF MOTIVATION

According to T.Ramasamy (2003), some of the types of motivations are:

- 2.5.1. Negative motivation: it is based on force of fear. If the workers fails to complete the work, they may be threatened with demotion, dismissed, lay-off, pay-cut, etc
- 2.5.2. Positive motivation: it is based on rewards. Influencing employees to do better through the possibility of gain or reward as per the achievement.
- 2.5.3. Extrinsic Motivation: motivation will be available after the completions of a job, that is, increase in wage, retirement benefits, rest periods, holidays, health wages, health insurance etc.
- 2.5.4. Intrinsic Motivation: it is available at the time of performance of work. These motivations provide a satisfaction during the performance of the work itself.
- 2.5.5. Financial motivation: it is directly or indirectly associated with money. The most important financial motivations are wages and salaries.
- 2.5.6. Non-Financial Motivation: motivation is not associated with monetary rewards. Praise, job rotation, delegation of authority and responsibility, participation, recognition and power are some of the examples.

2.6. PRODUCTIVITY AND MOTIVATION

According to March and Simon (1958), motivation is the function of perceived consequences of evoked alternatives and individual goals in terms of which alternatives are evaluated. There is positive correlation between productivity and motivation. The following are their major generalization:

- Lower the individual satisfaction, greater the search for better way of doing job.
- More the search for the alternatives, greater the expected rewards.
- Greater the expected rewards, higher the satisfaction and level of aspiration.
- Higher the level of aspiration, the lower of the satisfaction.

Thus, if the employee's level of satisfaction is low, the employee's desire to searches for better satisfaction is the higher and vice versa. The higher the expected rewards of the workers, the higher the workers search for better satisfaction in the organization and it

lead to higher level of aspiration. The level of aspiration and satisfaction are negatively related.

Human resource is one of the scarce resources that have used by an organization. The organization uses its employee towards production. For any organization, especially in developing countries, where mechanized production method is not well developed, human resource is the corner stone of success (Gerald et al, 1995).

Workers productivity is focused on: achieving higher labor performance while working within the given technical condition, workers shall be more capable and motivated to reduce defects and to make more effective utilization of other resources, workers working productively for a greater proportion of time, reducing the work content of a job by modifying the product design, eliminating unnecessary activities, rearranging or combining the necessary activities, improving the material and rationalizing the quality standards, improving the proportion of works on productive work etc improves the workers productivity in the organization (Banerjee, 1999).

Productivity is a measure of the output of goods and services relative to the input of labor, capital, and equipment. Out the three inputs, the labor input is the critical part for organizational productivity. Improving productivity simply means getting out of what has put in. Improving productivity is not working harder; it is working smarter through motivating the employees in the organization (Cascio, 2003).

According to Cascio (2007), individual employees or teams know what have expected from them and that they focused on effective performance of the desired goals if they feel motivated to accomplish their task properly. Goals direct workers to accomplish success in a variety of settings and cultures. Goals direct the attention of employees to the specific performance.

Productivity measures the efficiency of the production system. Furthermore, productivity is a measure of how much input is required to produce a given output that is the ratio of output to input. Therefore, creating conducive working environment to workers and applying appropriate motivational systems on employees is very important to improve organizational productivity (Kumar and Mittal, 2002).

2.6.1. FACTORS INFLUENCING PRODUCTIVITY

Productivity is the output of several factors, of which the human factors and human behaviors are the most significant determinant of productivity like ability to work, which is governed by education, training, experience, aptitude etc and the employees' willingness to work which is motivation morale of people is the second important group human factors that determine productivity. Wage incentive schemes, labor participation in management, communication system, informal group relations, promotion policy, union management relations, quality of leadership etc are the main factors governing employee's willingness to work (Kumar and Mittal, 2002).

2.7. CHALLENGES OF MOTIVATION

Managers and management researchers have long believed that organizational goals are unattained without the enduring commitment of members of the organization. Motivation is a human psychological characteristic that contributes to a person's degree of commitment. It includes the factors that cause, channel and sustain human behavior in a particular committed direction. Motivation is the management process of influencing workers behavior to improve their productivity in the organization. Motivation and motivating both deals with the range of conscious human behavior somewhere between two extremes: 1) reflex action, such as sneeze or flutter of the eyelids and 2) learned habit such as brushing one's teeth or handwriting style (Stoner, et al, 1995).

2.8. MOTIVATION AND MORALE

Motivation and morale refer to two different kinds of phenomenon. Motivation refers to the propensity towards a particular behavior pattern to satisfy a need or deficiency. Morale describes an employee's state of attitude, feeling and judgments about his work, peers, supervisors, subordinates and his organization. A highly motivated employee may not have high morale, though motivation to some degree provides potential for morale. A highly motivated employee may not be very satisfied with his job and his productivity may be low. An employee with a high morale will be satisfied with his productivity will be high (Monappa and Saiyadain, 1996).

It is already apparent that motivation is a very complex subject. The idea could certainly do with re-examining. However, as long as managers continue to speak of motivation and of motivation going wrong, experts will have to translate their thoughts in to these terms. The experts differ about the details, there are different needs, needs cannot be traded for qualitatively different needs; some needs cannot be traded for money and people do not always have insight to in what motivates them (Stewart and Stewart, 2003).

2.9. THEORIES OF MOTIVATION

Motivation is the forces that initiates, guides and maintains goal oriented behaviors. The forces of motivation can be biological, social, emotional or cognitive in nature. There are different theories that explain motivation. Each individual theory has key ideas about motivation. Some of the important motivation theories are:

2.9.1. MASLOW'S HIERARCHY OF NEEDS THEORY

Human motivation is a function of matching man's opportunity with the appropriate position in the hierarchy of needs. The process of motivation begins with an assumption that behavior is directed towards the achievement of satisfaction of needs.

Needs Theory is based on four premises:

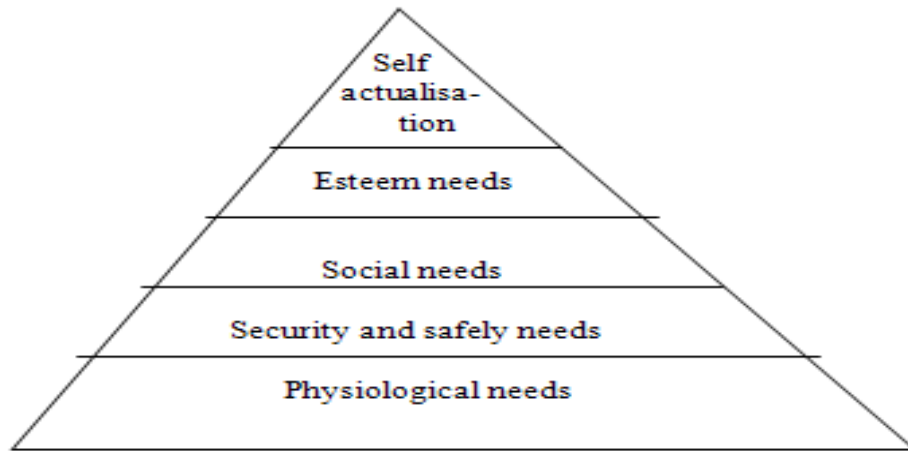
1. Only unsatisfied needs can influence behavior, a satisfied need is not a motivator.
2. A person's needs are arranged in a priority order of importance. The hierarchy goes from the most basic needs to the most complex.
3. A person at least minimally satisfied each level of need before feeling the need at the next level.
4. If need satisfaction not maintained at any level, the unsatisfied need will become priority once again.

Abraham Maslow's premise is that human beings are organisms that are motivated to fulfill and satisfy certain needs in their lives. Maslow in a classical paper outlined the elements of an overall theory of motivation. Drawing chiefly is his clinical experience; he thought that a person's motivational needs could be arranged in a hierarchical manner

(Maslow has cited at Sudan & Kumar, 2003). Maslow recognized five basic human needs are:

1. **Physiological needs:** include food and any other necessities to sustain and preserve life. These are the most basic needs and people will be motivated to fulfill them first, through whatever behavior achieves this end. Maslow suggested that, in the working environment, managers have to try to satisfy physiological needs by providing salaries and wages that allow employees to buy their necessities. While the employees are at work, the manager should meet those needs by providing water and clean chair.
2. **Safety needs:** consist of the need for clothing shelter and environment with a predictable pattern such as job security, pension and insurance. People are motivated to fulfill these needs only when the physiological needs are mostly satisfied. It also includes protection against emotional harm.
3. **Social needs:** include the need to be liked by others to be a wanted member and to belong to a group other than just family. After satisfying the above two needs, employees go to the next higher needs. Those needs have desired to conversation, sociality, exchange of feelings, recognition, belongingness etc. According to Maslow's theory, managers advised to keep a favorable environment for employees by supporting employees got together such as birthday parties and sport teams.
4. **Esteem and status Need:** According to Maslow, once people begin to satisfy their need to belong, they tend to want to hold in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige status and self-confidence. It includes both internal esteem factors like self-respect, autonomy and achievements and external esteem factors such as states, recognition and attention.
5. **Self-actualization:** is the concept of fulfilling ones potential and becoming everything one is capable of becoming. This needs embrace such things as self-confidence, independence, achievement, competence, knowledge and success. Lack of satisfaction of these needs result in feelings of inferiority, weakness and

helplessness. Work related activities and out comes that help to meet individual esteem needs should be recognized by managers.



Maslow Hierarchy of Needs: <http://www.laynetworks.com/Theories-of-Motivation.html>

2.9.2. EXPECTANCY THEORY

According to Vroom's Expectancy Theory (1964), Expectancy theory states that, before choosing a behavior, an individual will evaluate various possibilities on the bush/plant of anticipated work and reward. Work motivation is determined by the individual perceptions of the relationship between effort and performance and the desirability of various work outcomes associated with different performance levels.

According to Vroom's expectancy theory model, motivation as something holding great potential for understanding and practice in organization. According to his model, needs and satisfaction be considered before a person sets a meaningful goal. In the expectancy motivation model, motivation or the force to perform is defined as expectancy times instrumentality times valence or $M = E \times I \times V$.

From a practical perspective, expectancy theory says that an employee will be motivated to exert a high level of effort when they believe the following three conditions are present:

- Employee believes that additional effort will be worthwhile.
- Employee believes that higher performance will result in greater outcomes or rewards, such as a bonus, a salary increase, or a promotion
- Employee places a high value on the outcomes or rewards.

The theory, therefore, focuses on the three relationships (expectancy, instrumentality, and valence).

Expectancy (E) is the probability or an estimation of performance attained through the spirited effects put by an individual. Valence refers to an employee's performance for rewards he believes will result from performing well. Instrumentality is the outcomes for each level of the individual, through high level of effort; high performance is achieved (Singh, 2002) and (Sekaran, 2004).

This theory suggested that to motivate behavior, managers must:

- Understand the employee measure the value associated with the assignment.
- Find out what outcomes are perceived as desirable by employee and provide them.
- Make the job intrinsically rewarding. If this is a valued outcome, it is critical for managers to provided experiences that enhance an employee's feeling of self worth.
- Effectively and clearly communion to desired behavior and their outcomes. Employees need to know what is acceptable and what is unacceptable to the organization.
- Link rewards to performance, once the acceptable performance level is attained, reward should quickly follow.
- Be aware that people and their goals, desires, and levels of performance differ.
- Strengthen each individual's perceptions of his or her ability to execute desired behaviors and achieve outcomes by providing guidance and direction.

2.9.3. EQUITY THEORY

Equity in the work place has found to be major factor in determining employee motivation. This theory states that people behavior relates to their perceptions of the fairness of treatment they perceive. Employees determine by calculating the simple ratio: the effort they are expected to invest on the job (input) in relation to what they expect to receive after investing that effort (their output or reward). Equity exists when the ratios are equivalent. Inequity exists when, in the employee mind, inputs exceed the relative or perceived outcomes (Adams, 1963).

According to Stoner, et al (1995), equity theory is based on the assumption that a major factor in job motivation is the individual's evaluation of the equity or fairness of the reward received. Equity can be defined as a ratio between the individual's job input (such as effort or skill) and job reward (such as pay or promotion).

Therefore, according to Equity Theory, individuals are motivated when they experience satisfaction with what they receive from an effort in promotion to the effort they apply. People judge the equity of their rewards by comparing them either to the rewards others are receiving for similar input or to some other effort/reward ratio that occurs to them. Thus, managers must take conscious efforts to establish and maintain equity in the work environment. In addition, managers need to recognize that perceptions of equity are not a onetime occurrence, present perceptions affected by past perceptions. By bringing this in mind, a manager may be able to identify the incident that served as a better motivation for good performance.

2.9.4. HERZBERG'S TWO FACTOR THEORY

As per Herzberg sighted at Ramasamy (2003), according to his Two Factor Theory: motivational factors are responsible for job satisfaction and hygiene or maintenance factors are responsible for job dissatisfaction. The Herzberg's two factory theories are:

1. **Motivational Factors:** The presences of some factors are motivation to the workers and at the same time, absence of such factors does not cause dissatisfaction. They are called motivational factors. Some of these factors are achievement, recognition, advancement; work itself, possibility of growth and responsibility. Furthermore, as per Herzberg sighted at Rao and Narayana (1987), Motivators: when absent, prevent both satisfaction and motivation. When present, lead to satisfaction and motivation. Therefore, these factors are associated with positive feelings of employees about the job. They related to the content of the job.
2. **Hygiene or Maintenance Factors:** the presence of some of the factors motivates the workers but the absence of these factors caused serious dissatisfaction. In other words, the presence of these factors prevents dissatisfactions. Some of these factors are company policy and administration, inter-personal relations with subordinates,

salary, job security, personal life, working condition, status, inter-personal relations with supervisors, and inter-personal relations with peers. Additionally, as per Herzberg sighted at Rao and Narayana (1987), Hygiene Factors: when absent, increase dissatisfaction with the job. When present, help in preventing dissatisfaction but do not increase satisfaction or motivation. Therefore, these factors represent the need to avoid pain in the environment.

Herzberg's Motivation-Hygiene Theory views an individual's relation and attitude to his or her work as a basic one that can determine the individual's success or failure. Key hygiene factors those events on the job that can lead to extreme dissatisfaction, include (1) company policy & administration, (2) supervision, and (3) work conditions (Gregory H. Patton, Volume 24, 1997, p.2).

According to Herzberg sighted at Sudan & Kumar (2003), job satisfiers are related to job content and that job dissatisfiers associated to job contents, and he labeled the satisfiers motivators and he called the dissatisfiers hygiene factors

Therefore, managers have the power to increase motivation in the work place if they manage by providing different motivation factors according to the needs and requirements of employees. If this is so, employees believe that they have control on their jobs and can contribute more. The manager should also know that different individuals require different kinds and degree of motivation factors, and what stimulates one worker may not affect another.

2.9.5. ACQUIRED NEED THEORY

According to Stoner, et al (1995), the need theory of motivation that addresses what people need or require to live fulfilling lives, particularly with regard to work. In practice, need theory deals with the part work plays in meeting such needs. A person is motivated when he or she has not yet attained certain levels of satisfaction with his or her life. A satisfied need is not a motivator. The acquired needs model focuses on three particular or relevant needs in the work environment are need for achievement, need for affiliation,

and need for power. Therefore, according to this theory, needs are acquired or learned through our life experiences. The three needs are:

- Need for achievement is represented with the derive to excel, accomplish challenging tasks and achieve a standard of excellence. Workers prefer timely recognition of their efforts. As they are achievers they will not take risks, avoid them and will perform such that their efforts have some gain for themselves. In addition, they will not do anything in which there is a possibility of any failure.
- Need for affiliation is the desire for friendship, cooperation and close interpersonal relationship. People want peaceful relationships with their surrounding people. They refrain from activities, which will attract attraction to themselves. Their need is just sufficient approval rather than receiving justified recognition for their work.
- Need for power may involve either personal power want to dominate others for the failure of demonstrating their ability to control and influence in contrast; individuals with a high need for institutional power want to solve problems and further organizational goals. This theory states a clear distinction based on what they expect (need). Power seekers do not expect recognition or approval. They consider themselves superior for such things.

2.9.6. REINFORCEMENT THEORY

B.S. Skinner and his Associates have developed it. It is based on “law of effect” that the behavior with positive consequences tends to be repeated but negative consequences tend not to be repeated. They have mainly emphasized on the fact that the consequences of past behavior affect future actions in cyclical learning process in the following manner: Stimulus –Response-Consequences-Future response.

The behavior of individual that is voluntary in the form of response to situation or event or stimulus is the cause of specific consequences. There are four methods to used by the manger for modifying the behavior of employees:

- Positive Reinforcement: desirable behavior encouraged or reinforced by positive consequences that is reward.

- Avoidance learning: employees change their behavior to avoid unpleasant consequences such as criticism, poor evaluation, etc.
- Extinction: absence of reinforcement, this consists of ignoring the behavior of subordinates in order to win the behavior.
- Punishment: application of negative consequences

Among these all the positive reinforcement seems to be more, powerful and useful method for modifying behavior and making it more desirable for future (Jian and Saakshi, 2008).

Therefore, reinforcement theory holds that a person's behavior in a situation is influenced by the rewards and penalties experienced in similar situations in the past. This theory introduces a major point that managers should understand that much motivated behavior is learned. The employee learns over time what type of performance is acceptable and what unacceptable.

2.9.7. GOAL SETTING THEORY

According to Edwin Locke cited at Stoner, et al (1995), goal setting theory focuses on the process of setting goals themselves. The natural human inclination to set and strive for goal is useful only if the individual both understands and accepts a particular goal. Furthermore, workers will not motivate if they do not possess and know the skills needed to achieve a goal. Based on this model, individuals are motivated when they behave in ways that move them to certain clear goals that they accept and can reasonably expect to attain. According to this model, the four phases of a person's reasoning are:

- Establishment of a standard to be attained.
- Evaluation of whether the standard can be achieved.
- Evaluation of whether the standard matches personal goals.
- The standard is accepted, the goal is thereby set, and behavior proceeds towards the goal.

Thus, according to this model, goal setting as a motivation model is a process of increasing efficiency and effectiveness by specifying the desired out comes toward which individuals, groups, departments and organizations should work. Goals provide a clear, engaging sense of direction and specify what is going to be accomplished. Thus,

managers should work with employees in setting goals to provide targets for motivation by making goals specific rather than general and provide feedback on performance against the stated goal. Feedback acts as a guide to behavior.

2.9.8. THEORY X AND THEORY Y

According to McGregor cited at Robbins (2009), an individual's management philosophy reflects one of the two sets of assumptions about workers. The two sets are theory X and theory Y.

Theory X assumptions includes the following negative views:

- Employees inherently dislike work and whatever possible will attempt to avoid it.
- Since employees dislike work, they must be coerced, controlled, directed or threatened with punishment to achieve desired goals.
- Employees will shrink responsibilities and seek formal direction whenever possible.
- Most workers place security above all other factors associated with work and will display little ambition.

Theory Y assumptions include the following positive views:

- Employees can view work as being as natural as play or rest.
- Human beings will exercise self-direction and self-control if they are committed to the objectives.
- People do not need to be threatened with punishment; they will work voluntarily toward organizational objectives to which they are committed.
- working in an environment with good human relations will accept and seek responsibility
- Most people possess a high degree of imagination, ingenuity and creativity with which to solve organizational problems.

McGregor argued that theory Y assumptions were preferable and that they should guide managers in the way they designed their organizations and motivated their employees. Much of the enthusiasm, beginning in the 1960s, for participative decision making, the creation of responsible and challenging jobs for employees, and developing good group

relations can be traced to McGregor's advocacy that managers follows Theory Y assumptions.

2.10. MANAGING FOR MOTIVATION

An organization's energy comes from the motivation of its employees. Although their abilities play a crucial role in determining their work performance, so does their motivation. Managers must ensure that employees are motivated to perform their tasks to the best of their abilities.

Therefore, to motivate workers for better performance in the organization, managers should give better emphasis for the following points:

2.10.1. TREATING PEOPLE INDIVIDUALLY

According to Hellriegel et al, (2002), individual differences are the unique needs, values, competencies and other personal characteristics that employees bring to their jobs. These characteristics vary from person to person. One person may be motivated by earning more money and prefer a job that offers such opportunity. Another may be motivated by security, preferring a job that involves less risk of unemployment. Yet another may thrive on challenges, seek a position that stretches the person's competencies to the limit and help the persons develop new ones.

Therefore, people differ from one another in many aspects. They differ in terms of basic internal abilities, personality, and interest, level of aspiration, a valuable energy, education, training and experience and the managers should consider these differences for motivation.

2.10.2. PROVIDING AN EFFECTIVE REWARD SYSTEM

According to Jha (2005), the strategic aim of reward system is to develop the appropriate reward policies, processes and practices required to support the achievement of the organization's business through enhancing employees performance. The specific aims are:

- Reward people for the value they create.
- Align reward practices with both business goals and employee values.

- Reward the right things to convey the right message about what is important in terms of expected behaviors' and outcomes.
- Help in the process of motivating people and gaining their commitment and engagement.
- Support the development of a performance culture.
- Develop a positive employment relationship and psychological contract.

To motivate employees, organizations should apply appropriate employee reward systems like bonuses, awards or promotion, and intangible rewards such as personal achievement and challenge. Careful reward is an important motivational source that supports employees' productivity (Jha, 2005).

2.10.3. REDESIGNING JOBS: STRUCTURING TASKS FOR MOTIATION

According to Chandran (1997), job redesign involves reversing job descriptions and changing the nature of work to induce higher level of motivation among employees. It involves alteration of specific aspects of jobs in a manner that would increase both the quality of employee's work experience as well as his productivity. The two primary approaches to job redesign relate to job scope and job depth. Job scope refers to the variety of tasks incorporated in to a job and job depth refers to the degree authority and autonomy added to the job. Such job redesign alternatives include:

- Job enlargement: it is a horizontal loading, increasing the tasks variety by combining in to one job that previously assigned to a separate worker.
- Job enrichment: deliberate upgrading of responsibility and challenges at work. Giving employees the responsibility for planning and control of work.
- Job rotation: shifting the employees from their previous routine work to other new job to minimize the monotony and boredom.

Therefore, job redesigns are important motivational tools because job provides a means to meet employee's needs, manager need to know what elements of a job provide motivation to workers and then apply the concepts of job redesign to increase the output and satisfaction level.

2.10.4. PROVIDING SUPPORT

To develop motivated employees, a manager must provide a climate in which each employee's needs can be attained. A starting point is to facilitate attainment of the employee's goals. The manager does this by removing barriers, developing mutual goal setting opportunities, initiating training and educational programs, encouraging risk taking and providing stability. Openly appreciating the contribution of employee and keeping feeling of equity also provide support and enhance the environment.

Encourage a learning climate, through structured on-the-job training programmers, job transfers, inter-disciplinary projects and support for further education. This will reduce the level of stagnation that can easily occur in a business. <http://www.practical-management-skills.com/motivation-techniques>

2.10.5. EMPOWERING EMPLOYEES

Empowering gives employee's ownership at their tasks and freedom to experiment and even fail without fear of reprisals. Empowering requires managers to develop relationship built on mutual trust and respect. Decisions are made at the lowest level possible, allowing for quiet responses to user and customer's demands. However, empowered individuals and teams will only get the most from their autonomy when they represent diverse points of view. Value one another and respect each other's contributions. Empowering results in greater responsibility and innovation and a willingness to take risks. Ownership and trust along with independence authority become a motivational package. Empowerment occurs when individuals in an organization are given autonomy, authority, trust and encouragement to accomplish a task. Empowerment is designed to unshackle the worker and to make a job the worker's responsibility. http://www.cliffsnotes.com/study_guide.

2.10.6. RECOGNIZING AND VALUING DIVERSITY

Working with people as individual, the ability to recognize and incorporate the value of diversity within the workplace, the composition at the working force is changing and with it workers need goals and values. The diversity brings contrasting views, experiences and

need to the work environment. As the diversity in the work force continues to change the additional programs for training, monitoring and compensation may have to be modified. Managers need to respond to the work force diversity by understanding, appreciating and utilizing the differences among them.

Workplace diversity is a given in modern businesses and organizations. People of all ages, backgrounds and affiliations are hired for their expertise, experience and sensibilities. http://www.ehow.com/how_8563257_recognize-diversity-personal-values

2.11. WHAT DO WORKERS WANT FROM THEIR JOB

It is important to remember that people have many needs, all of which are continually competing for their behavior. No one person has exactly the same mixture or strength of needs as another. There are some people who are given mainly by money, other who are concerned mainly with security, and so on. Although we must recognize individual differences, this does not mean that as managers, who cannot make some predictions about which motives seem to be currently more prominent among our employees than others. According to Maslow, these are proponent or powerful motives, those that are still not satisfied.

2.12. PRINCIPLES GOVERNING MOTIVATION

According to Jian and Saakshi (2008), a good system of motivation should be based on certain principles devised by various experts from time to time. The principles of motivation are:

- Principles of participation: it is one of the most important principles of motivation that people in the organization should be induced to participate in decision-making processes in matters concerning them.
- Principles of communication: the people in the organization must be informed about the matters concerning the result or objective of the organization, because the more a person knows about a matter, the more interest and concern he will develop.
- Principles of recognition: people will be motivated to work hard if they get continuing recognition for their efforts.

- Principles of delegation of Authority: people in the organization should be allowed to share the responsibility of taking decision affecting the goal of the organization by delegating the authority for accomplishing the result. Giving people authority to Make their own decision gives them a vested interest in the result they accomplish and they feel that they are a part of the organization.
- Principles of individuality: people are different physically and psychologically. The management should not assume that all people in the organization can be motivated by the same needs or desires. Therefore, the management should ascertain first the needs, craving satisfaction in the particular individual's mind and then motivation situation should be created.
- Principles of guidance: the job of the management is to guide his subordinates towards the attainment of goals. The manager should give suggestions instead of orders. Managers should also guide their subordinates by setting an example of a good conduct.
- Principles of confidence: the management should show confidence in its subordinates. This will instill confidence in themselves.

Therefore, the above principles can be followed for motivating the people at work. It should also be noted that the management must create a feeling of belonging, the team spirit, and group cohesiveness among them by following the above principles.

To strengthen the study with relevant literature review, the researcher gathered different types of theoretical knowledge from different sources. Different authors given different ideas about motivation, productivity, ways of managing employees for better performance, meanings and factors of motivation, importance of motivation etc.

In conclusion, the literature review provides to the researcher good theoretical knowhow about motivation and its contribution to improve workers as well as organizational productivity. From the literature review used for this study, the researcher draws different motivational variables of factors like wages/salary, job security, nature of information flows in the organization, interesting job, working environment, opportunity for advancement, delegation and decision-making, training and nature of the job.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Methodology refers to rules and procedures that the researcher followed while conducting the research. This chapter presents the step by-step procedure of the research. It outlined the population, sample selection, sampling techniques, data collection, data processing and analysis, interpretation and summarizing. To conduct this study, the researcher used different types of motivational variable like wages/salary, fringe benefits, job security, interesting job, working environment, opportunity for advancement, delegation and decision-making, training and nature of the job.

3.1. RESEARCH DESIGN

This shows the master plan specifying the methods and procedures for collecting and analyzing the required data. This study is designed to investigate the importance of motivation on employee's performance in Moha Soft Drinks Industry at Nefassilk Plant. To collect the required data, both primary and secondary data sources were utilized. Both qualitative and quantitative types of data were collected. To collect primary data both questionnaires and interview tools were employed. Quantitative data was collected from 91 employees of the study organization by using questionnaires and qualitative data also collected through interviewing the management staff members. To collect secondary data, the researcher used the workers turnover and absentees report and other manuals of the study organization.

Descriptive research method has employed to describe the results and findings of the study. The researcher chosen descriptive method because it is suitable to describe the gathered data both qualitatively and quantitatively, and helps easily to interpret the results of the findings. The collected data was analyzed and processed by using quantitative analyzing tools like averages, percentages and tables. The final findings of the research were described both quantitatively and qualitatively to give meaning out of it.

3.2. SAMPLE AND SAMPLING TECHNIQUES

The researcher selected the employees who had been working at Moha Soft Drinks Industry at Nefassilk Plant, Addis Ababa. Stratified sampling technique was applied to conduct the study. Random individual selection was used to choose individuals from their group. To get relevant information for the study, this technique was suitable. The sampling frame was specific to the total population of 926 workers name list in the study organization (595 of them are males and 331 of them are females) who have been working at the study organization specific to Nefassilk Plant.

Since it is too difficult to collect data from each individual of the total population (926 workers), the researcher determined the sample size by chosen 10% of the total population of 926 workers from the study organization. That is, 93 employees of the total population chosen as a sample size to conduct the study. From the selected sample of 93 employees, 56 of them were males and 37 of them were females.

The chosen sample was distributed as follows:

Department	Sample selected		
	Male	Female	Total
General manager office	1	1	2
Human resource	6	4	10
Finance	1	2	3
Purchase	1	1	2
Technique	4	1	5
Sales	28	2	30
Production	8	22	30
Quality control and food safety	1	1	2
Vehicle maintenance	2	1	3
Carbon dioxide plant and cooler	1	1	2
Market promotion center	3	1	4
Total	56	37	93

To collect the required data, the researcher applied stratified sampling technique by grouping the population based on their department rather than collecting data from all workers of the organization. Because to collect the relevant data, stratified sample selection technique from each department was the best option rather than using other techniques. To choose individuals, random sampling selection technique was used by targeting all departments in the organization. This helped the researcher to get reliable information for the analysis of this study.

3.3. SOURCE OF DATA

It refers to gathering of various data required for the research. Both primary and secondary data sources have utilized.

Primary data: The primary data obtained from employees through distributed questionnaires, through personal interview the management staff members and through physical observation by the researcher.

Secondary data: The secondary data obtained from the documents of the organization. The documents were monthly employee's turnover report, workers absenteeism, and other documents of the organization.

3.4. METHODS OF DATA COLLECTION

The researcher used questionnaire, interview and observation to collect primary data. The questionnaire was developed by the researcher and distributed to the selected respondent in the study organization. The questionnaires used for this study had two pages and it composed of seven major parts. These are demographic characteristics of the respondents, working condition and nature of the job, financial rewards, four-non-financial rewards, motivation and factors of motivation, job security and supervision and system of information flows in the organization.

For part one and part two of the questionnaires, the respondents were asked to choose the appropriate answer from the given multiple choices. For part 3, 4,5,6,7 and 8 of the questionnaires, the respondents asked to rate as per the given five-point (1-5) Likert scale. The researchers used the following four rating terms:

Point 1= highly dissatisfied, very low, very unattractive and least important

Point 2= dissatisfied, low, unattractive and less important

Point 3= neutral, medium, neutral and important

Point 4= satisfied, high, attractive and more important

Point 5= highly satisfied, very high, very attractive and most important

Before distributed the final questionnaire to the respondents of the organization, the researcher conducted an initial pilot test on five persons to maximize the validity of the questionnaire. The participants asked to answer the questions and to comment it. The initial survey took about eight to twelve minutes. Some of the questions were not clearly

stated. Some of the questions were too long sentences. Therefore, the questionnaires were modified based on the comments given based on the pilot test and the final version of the questionnaire were approved by the University College's thesis advisor.

3.5. PROCEDURES OF DATA COLLECTION

The researcher used both primary and secondary data sources to conduct the study. Questionnaire, interview and observations have employed to collect primary data. To get secondary data, the researcher used the documents available in the organization. The researcher delivered the 93 questionnaire to the organization's human resource department to distribute the questionnaires as per their stratified group. The human resource manager distributed the questionnaires to each department in the organization. The heads of each department randomly distributed the questionnaires to individual respondents as per their stratified groups to minimize biasness. The heads of each department collected the completed questionnaire and submitted to the human resource manager. The human resource manager received the 91 completed questionnaires from each department and made back to the researcher. Out of the 91 completed questionnaires, 57 of the respondents were male and 34 of the respondents were female. The human resource manager helped the researcher to get the required secondary data and to conduct the interview and physical observation. To conduct interview with the management staff members, the researcher prepared interview questions and communicated with the human resource manager for interviewing schedule arrangement and the interview was conducted accordingly. The secondary data was collected through the help of the human resource manager and the personnel department head.

3.6. METHODS OF DATA ANALYSIS

Descriptive data analysis method was used to analyze the gathered primary and secondary data. By using descriptive method, the collected quantitative and qualitative data was described and analyzed both quantitatively and qualitatively to interpret the results of the findings. Editing, categorizing, tabulating, measuring and interpreting activities were conducted during data analysis. The descriptive data analysis method helped the researcher to describe the figures easily and to interpret the finding of the study. Tools like averages, percentage and tables were used to analyze the collected data.

CHAPTER FOUR

DATA ANALYSIS AND INTERETATION

This chapter deals with presentation, analysis and interpretation of the gathered data through questionnaire and interview. As mentioned in Chapter Three questionnaire, interview and physical observation survey methods had employed to assess employee motivation in Moha Soft Drinks Industry at Nefassilk Plant. The analyses of the collected data have been summarized in two parts. The first part is the demographic characteristics of the respondents and the second part is data analysis and interpretation.

4.1. DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

This section presents the characteristics of the respondents that were participated to answer the distributed basic questions to collect the required data. The characteristics of the respondents were analyzed in the tables as follows:

Table One: Respondents by Gender and Age Category

Descriptions	Gender			Age Category		Total		
	Male	Female	Total	18-30	31-45		46-55	56-60
Frequency	57	34	91					
Percentage (%)	62.64	37.36	100					
Descriptions	Age Category					Total		
	18-30	31-45	46-55	56-60	60 and above			
Frequency	32	45	10	2	2	91		
Percentage (%)	35.16	49.45	10.99	2.2	2.2	100		

From Table One above thirty-four (37.36%) of the respondents were females and the rest fifty-seven (62.64%) of the respondents were males. In the same Table One, thirty two of ninety one respondents (35.16%) were from 18 to 30 years old, forty-five of ninety one respondents (49.45%) were from 31 to 45 years old, ten of ninety one respondents (10.99%) were from 46 to 55 years old, two of ninety one respondents (2.2%) were 56 to 60 years old and two of ninety one respondents (2.2%) were over 60 years old.

Table Two: Respondents by Position, Education Status and Working Period

Descriptions	Position					Total
	Management	Supervisor		Non-Management		
Frequency	9	15		67		91
Percentage (%)	9.89	16.48		73.63		100
	Educational Status					
	Up to 8 th	9 – 12 th	Certificate	Diploma	Degree and Above	Total
Frequency	1	23	33	22	12	91
Percentage (%)	1.10	25.27	36.26	24.18	13.19	100
	Working period in the Organization					
	Less than 1 year	1-3 years	4-6 years	More than 6 years		Total
Frequency	2	10	19	60		91
Percentage (%)	2.2	10.99	20.88	65.93		100

As indicated in Table Two above 9.89% of the respondents were from the management category, 16.48% of the respondents were supervisors and the rest 73.63% of the respondents were the lower level position workers in the organization. This shows that majority of the labor forces in the organization were the lower level position-working category.

Regarding the education statuses of the respondents mentioned in same Table Two above 1.1% of the respondents education level were less than grade eight, 25.27% of the respondents education level were between grade nine and grade twelve, 36.26% of the respondents had vocational diploma and certificate, 24.18% of the respondents had college diploma and 13.19% of the respondents had first degree and above. This statistical table shows that most (36.26%) of the respondents education status were at certificate level.

From the same Table Two 2.2% of the respondents worked in the organization less than one year, 10.99% of the respondents worked from one to three years, 20.88% of the respondents worked from 4 to 6 years and 65.93% of the respondents worked more than 6 years. This shows that most of the respondents (65.93%) had been working in the organization more than 6 years.

4.2. DATA ANALYSIS AND INTERPRETATION

This section presents the gathered data collected from the primary and the secondary sources. The collected data was analyzed by using analyzing tools like tables, frequency counts, averages and rank as follows:

4.2.1. WORKING CONDITION AND NATURE OF THE JOB

Job can create satisfaction to workers. Therefore, if employees feel properly motivated by their job, they use their skill and knowledge up to their maximum capacity to show better result to the management. This is because intrinsic motivators come from a person's internal desire to do something that motivated by such things as interest, challenge, and personal satisfaction. If workers are motivated by their work, they genuinely care about their work, look for better ways to do it and they able to energized and satisfied by doing it well (N.C.Jian and Saakshi, 2008). The following table shows the respondents reaction to their working conditions.

Table Three: Working Conditions and Nature of the Work in the Organization

Descriptions	The working conditions of the organization					Total
	Very Attractive	Attractive	Neutral	Unattractive	Very unattractive	
Frequency	23	33	31	4	0	91
Percentage (%)	25.27	36.26	34.07	4.4	0	100
Descriptions	The nature of the work in the organization					Total
	Very Challenging	Challenging	Neutral	Less Challenging	Not Challenging	
Frequency	11	27	38	9	6	91
Percentage (%)	12.09	29.67	41.76	9.89	6.59	100

As can be seen from Table Three above regarding the working conditions of the organization 25.27% of the respondents replied that the working condition of the organization was very attractive, 36.26% of the respondents answered as the working condition was attractive, 34.04% of the respondents replied that the working condition was neutral for them and 4.4% of the respondents responded that the working condition

(nature of the working environment like safe working area, free from pollution and noise etc) was unattractive for them.

This findings indicated that the working conditions of the organization were attractive for most (61.53%) of the respondents. As seen from the findings with regard to the workers feeling towards their working condition of the organization, it is possible to predict that the workers were motivated to improve their productivity. To make the working conditions more attractive to workers in the organization for better performance, the management shall pay attention for work safety measures like using nose mask for smoke, hand glove and other safety wears while working in the organization.

With respect to the nature of the work in the organization as indicated in the same Table Three above 12.09% of the respondents replied very challenging, 29.67% of the respondents replied challenging, 41.76% of the respondents replied neutral, 9.89% of the respondents replied less challenging and 6.59% of the respondents replied not challenging respectively.

This finding shows that most (41.76%) of the respondents rated that the nature of the work in the organization was neutral. This implied that for most of the respondents, the nature of the work is neither challenging nor simple. Hence, it is very important for the management to evaluate whether the nature of the work is challenging or not to the workers to do their specific job in the organization. Initiating the workers who were not feels motivated by nature of the work in the organization is very important.

Table Four: Motivational Packages applied in the Organization

Descriptions	Motivational packages applied in the organization				Total
	Financial	Non-Financial	Both Financial and Non-Financial	None	
Frequency	48	1	35	7	91
Percentage (%)	52.75	1.1	38.46	7.69	100

As depicted in Table Eight with regard to motivational packages applied in the organization 52.75% of the respondents replied that the motivational packages were financial, 1.1% of the respondents replied that the motivational packages were non-

financial and 38.46% of the respondents replied that the motivational packages were both financial and non-financial (decision-making and delegation authority, job rotation, participation etc).

According to the management staffs' responses, the organization tries to motivate employees through providing both financial and non-financial rewards like: salary increment, financial incentives for new year and major festivals, annual bonuses, production and yield rate incentive to production workers, gifts for marriage and funeral ceremony, leave with pay for marriage, invitation workers for overtime work, sales commission to sales workers, securing provident fund 15% (5% from workers and 10% from the organization's contribution), pension security, life insurance coverage for 24hours, transportation facilities, safety shoes and clothes facilities, monthly providing soaps and soft facility, establishment and supporting workers union, allowing free communication among workers and the management, treating and respecting workers, further education opportunity up to first degree to workers by covering 100% of the tuition fee to government universities and 50% of the tuition fee to private collages, etc were the available motivation tools that the organization have been using in the organization to motivate workers.

This finding shows that the organization's motivational packages were more of financial as per most (52.75%) of the respondents' and the senior management staffs' responses. According to Ramasamy (2003), since workers' motivation comes from both intrinsic factor (satisfaction during the performance of the work itself) and extrinsic factors (after completion of the work increase in wage, retirement benefit, rest period etc), it is important to pay attention to motivate workers both intrinsically and extrinsically for better performance. Which means, workers intrinsic motivation come from the work itself rather than from external factors such as increases in pay or respects from their boss and extrinsic motivators come from outside the person like pay, bonuses and other tangible rewards.

Hence, motivation is the result of both financial and non-financial rewards applied to workers to improve organization productivity (Ramasamy, 2003). Therefore, the management shall keep continue the existing financial rewarding system and needs to improve the nor-financial motivational factors for better performance.

4.2.2. FINANCIAL REWARDS

Financial rewards are directly or indirectly associated with money that motivates workers to improve their performance in the organization. According to Equity Theory (James A.F.Stoner, et al, 1995), individuals are motivated when they experience satisfaction with what they receive rewards to the efforts they applied in their organization. Employees compare their inputs (contributions) and the rewards they received for their contribution in relation to the output they produced. The most important financial motivations are wages and salaries. The respondents' reactions to the financial rewards applied in their organization are summarized in the following tables.

Table Five: Organization's Pay and Periodic Salary Increment

Descriptions	The pay compared with workers contribution in organization		The organization's periodic salary increment	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Very Low	6	6.59	4	4.4
Low	14	15.38	7	7.69
Medium	37	40.66	34	37.36
High	21	23.08	29	31.87
Very High	13	14.29	17	18.68
Total	91	100	91	100

As presented in the above table about the pay compared with workers contribution in the organization 6.59%, 15.38%, 40.66%, 23.08% and 14.29% of the ninety-one respondents replied as very low, low, medium, high and very high respectively. In general, majority (40.66%) of the respondents replied that the pay of the organization as compared to their contribution was average.

As per this finding, the workers were averagely motivated by the organization's pay in relation to their contributions in the organization. Thus, to improve their motivation level for better performance, the management shall evaluate their pay against to their contribution and act accordingly to improve the motivation level.

As indicated in the same Table Five about the level of periodic salary increment in the organization 4.4% of the respondents rated as very low, 7.69% of the respondents rated as low, 37.36% of the respondents rated as medium, 31.87% of the respondents rated as high and the rest 18.68% of the respondents rated as very high.

In summary, the majority (37.36%) of respondents' reaction to organization's periodic salary increment was average. This finding shows that the level of the organization's periodic salary increment was less as compared to the workers expectation for what they contributed. This indicated that the motivation level of the workers in the organization was average. Thus, the management shall create better awareness to workers about the organization's salary increment level compared with other similar organization's pay.

Table Six: Workers Satisfaction by Financial Rewards and their Motivation

Descriptions	Workers satisfaction regarding financial rewards		Workers motivation to work in your organization until retirement	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Very Low	6	6.59	7	7.69
Low	13	14.29	13	14.29
Medium	35	38.46	22	24.18
High	23	25.27	22	24.18
Very High	14	15.39	27	29.67
Total	91	100	91	100

As per the respondents response mentioned in Table Six above concerning workers satisfaction by organization's financial rewards 6.59% of the respondents rated as very low, 14.29% of the respondents rated as low, 38.46% of the respondents rated as medium, 25.27% of the respondents rated as high and the rest 15.39% of the respondents rated as very high.

This shows, majority (38.46%) of the respondents rated that their satisfaction towards financial rewards in the organization were medium. Due to this, it is possible to conclude that the workers motivation level were medium by the organization's financial rewards and similarly the workers might not exert their at most effort to improve organization's

productivity. The researcher understood that the management should improve the existing organization's financial rewards for better performance.

Out of ninety one respondents, 7.69% of them rated that their motivation to work in the organization until their retirement were very low, 14.29% of the respondents rated low, 24.18% of 91 respondents rated medium, 24.18% of 91 respondents rated high and most (29.67%) of the respondents rated their motivation to work in the organization until retirement were very high. This implies that the employees have good commitment towards their organization. Majority of the workers were motivated to work in their organization until retirement. Due to this, the training costs of the organization can be reduced, the output of the organization can be raised and employees' commitment can be improved.

4.2.3. NON-FINANCIAL REWARDS

According to T.Ramasamy (2003), non-financial motivation is not associated with monetary rewards. The best non-financial rewards are admire, job rotation, delegation of authority and responsibility, participation in decision making, recognition and power are some of the examples that motivate workers for better performance in the organization. These non-financial rewards have positive effect to motivate workers. Consequently, the performance of the organization can improve. The responses of the respondents regarding workers satisfaction towards non-financial rewards, delegation and recognition in decision-making and further education opportunity were summarized in the tables below.

Table Seven: Non-Financial Rewards

Descriptions	Workers satisfaction towards non-financial rewards		Level of delegation authority in the organization		Further education opportunities and advancement in the organization	
	Frequency	%	Frequency	%	Frequency	%
Very Low	17	18.68	15	16.48	8	8.79
Low	19	20.88	11	12.09	10	10.99
Medium	31	34.07	30	32.97	24	26.38
High	18	19.78	17	18.68	23	25.27
Very High	6	6.59	18	19.78	26	28.57
Total	91	100	91	100	91	100

The workers satisfaction towards non-financial rewards in the organization was summarized as per the respondents response indicated in Table Seven. From the table 18.68%, 20.88%, 34.07%, 19.78% and 6.59% of ninety-one respondents ranked their satisfaction by the organization’s non-financial rewards as very low, low, medium, high and very high respectively.

As per the statistical data summarized in Table Thirteen above, majority (34.07%) of the respondents’ satisfaction level by the organization’s non-financial rewards (decision-making and delegation authority, participation, job rotation etc) were medium. This finding has an indication to the management of the organization that the workers have not fully motivated by the organization’s non-financial rewards applied to them. Due to this, the workers might not exert their full effort to improve their organization’s productivity. Therefore, to improve workers motivation position by the organization’s non-financial rewards, the management needs to investigate the existing non-financial reward systems applied is very important to improve workers motivation.

As can be seen from the same table Seven about the respondents response to their level of delegation authority concerning their job in the organization 16.48% of the respondents rated very low, 12.09% of the respondents rated low, 32.97% of the respondents rated medium, 18.68% of the respondents rated high and 19.78% of the respondents rated very high.

Therefore, most (32.97%) of the respondents rated that their level of satisfaction towards the workers level of delegation authority in the organization were medium. This finding shows that most of the workers level of authority towards their job was attractive and they recognized and participated on decision-making activities in the organization.

Hence, to maintain employees' motivation level in the organization, it is advisable for the management to invite workers to participate in decision-making activities and to delegate workers to do their job without any limitation is very important that helps to improve their motivation in the organization.

The responses in the same Table Seven above explained about the opportunities for further education and advancement in the organization 8.79%, 10.99%, 26.38%, 25.27% and 28.57% of ninety-one respondents rated as very low, low, medium, high and very high. From the ninety-one respondents, majority of them rated that the available opportunities for further education and advancement in the organization were high.

This finding illustrated that the workers were highly motivated by the available opportunities in the organization to upgrade their career, to do more things in their organization and to improve their skills for better things. Hence, to keep the existing employees' motivated through giving different opportunities for them to improve their career and advancement for better performance, the research suggest the management to maintain and continue the available workers advancement systems in the organization.

4.2.4. MOTIVATION AND FACTORS OF MOTIVATION

According to Sudan and Kumar (2003), motivation is the driving force behind all the actions of individuals that positively initiates the workers to improve their performance. Therefore, applying appropriate motivational factors to employees has positive effect on organizational performance. The respondents' responses to their motivation status and motivational factors applied in the study organization were summarized in the following tables.

Table Eight: Level of Motivation and its Contribution to improve Workers Productivity

Descriptions	If workers feel motivated, their contributions to improve productivity		The workers level of motivation by the organization's motivational factors	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Very Low	8	8.79	6	6.59
Low	5	5.49	9	9.89
Medium	13	14.29	15	16.49
High	31	34.07	35	38.46
Very High	34	37.36	26	28.57
Total	91	100	91	100

As can be seen from Table Eight about the feelings of motivated workers contribution to improve their organization's productivity 8.79%, 5.49%, 14.29%, 34.07% and 37.36% of ninety one respondents ranked very low, low, medium, high and very high respectively.

The results of the respondents' responses shows that majority (37.36%) of ninety-one respondents rated that if they feel motivated by the motivational factors applied in the organization, their commitment and contributions were very high to improve the productivity of the organization. The management staffs also believed the necessity of motivation for profit maximization of the organization.

Since motivation is the best tools to improve workers performance, it is very important to note the management of the organization to maintain and improve the existing motivational factors applied in the organization.

As shown in the same Table Eight about the assessment of workers motivation level by the motivational factors applied in the organization 6.59% of the respondents rated that their motivation level were very low, 9.89% of the respondents rated low, 16.49% of the respondents rated medium, 38.46% of them rated high and the rest 28.57% of the respondents rated very high.

This assessment indicated that most (38.46%) of 91 respondents' level of motivation by the organization's motivations factors applied in the organization were high. Hence, the

internal and external factors that leads an individual employee to engage in goal-related behavior. As per this analysis, the organization’s motivation system is attractive to the majority of the workers in the organization and most of the respondents identified that their motivation level to do better things to their organization were high. Therefore, to keep the employees motivation level, the management shall give better attention to keep and improve the workers motivation factors applied in the organization.

Table Nine: Motivation Factors Rating

Descriptions	Frequency of Rating						Highest Value	Rank
	1	2	3	4	5	Total		
Rating each of the factors that motivate workers to perform their job the best								
Wages/ Salary	11	8	23	28	21	91	28	7
Fringe benefits	4	13	18	27	29	91	29	5
Job security	4	4	9	39	35	91	39	1
Interesting job	6	6	20	28	31	91	31	4
Working environment	8	6	23	25	29	91	29	5
Opportunity for advancement	7	11	15	24	34	91	34	3
Training	13	11	25	15	27	91	27	8
Delegation and decision-making	4	9	20	20	38	91	38	2

NB: 1 = least important, 2 = less important 3 = important, 4 = more Important, 5 = most important

As mentioned in Table Nine regarding ranking of workers motivation factors 28 of 91 respondents gave 4 points out of 5 for wages or salary, 29 of 91 respondents gave 5 points out of 5 for fringe benefits, 39 of 91 respondents gave 4 points out of 5 for job security, 31 of 91 respondents gave 5 points out of 5 for interesting job, 29 of 91 respondents gave 5 points out of 5 for working environment, 34 of 91 respondents gave 5 points out of 5 for opportunity for advancement, 27 of 91 respondents gave 5 points out of 5 for training and 38 of the 91 gave 5 points out of 5 for delegation and decision making.

According to the senior management interview response among all type of motivational factors provided by the organization, the employees were highly concerned and feels best motivated by their annual salary increment, by their job security, by the production output

based incentive rate and the cafeteria services in the organization. Due to this, it is possible to reduce the bottle breakage (crack) problems, under and over filling of bottles problems, product defects, number of absenteeism and sick leave sicker, machinery downtime, technical efficiency problems and machinery break-down maintenance problems in the organization

Therefore, from the selected eight motivation factors the respondents ranked job security the first, delegation and decision making as the second, opportunity for advancement as the third factor, interesting job as the fourth factor, fringe benefits and working environment as the fifth factors, wage or salary as the seventh factor and training as the last factor. The finding of the senior management staff's response also shows salary increment as the first, job security as the second, production output based incentive rate as the third and the cafeteria services as the fourth factors of motivation. Thus, this analysis gives a good indication to the management to see through and to give priority for all motivational factors applied in the organization as per their importance to motivate workers in the organization.

4.2.5. JOB SECURITY AND SUPERVISION

Under this sub-title, job security and the nature of supervision towards motivating employees to improve their productivity in the study organization was presented. If the workers in the organization feel satisfied by their job security and by their supervisions fair supervision to do their job, they feel motivated to improve their performance. The respondents' response about their satisfaction by their job security in the organization and the respect and fair treatment that they got from their supervisors and human resource department were summarized as follows:

Table Ten: Job Security and Supervision

Descriptions	Workers satisfaction towards their job security		The respect and fair treatment workers received from their supervisors and the human resource department		The management's interest and way of understanding employees personal problem	
	Frequency	%	Frequency	%	Frequency	%
Highly Dissatisfied	5	5.49	9	9.89	5	5.49
Dissatisfied	7	7.69	6	6.59	9	9.89
Neutral	15	16.49	22	24.18	23	25.27
Satisfied	35	38.46	33	36.26	18	19.78
Highly Satisfied	29	31.87	21	23.08	36	39.57
Total	91	100	91	100	91	100

The respondents' attitude towards their satisfaction about their job security has presented in Table Ten. Hence, 5.49% of the respondents replied that they were highly dissatisfied, 7.69% of the respondents replied as dissatisfied, 16.49% of the respondents replied as neutral, 38.46% of the respondents replied as satisfied and the rest 31.87% of the respondents were highly satisfied.

This finding indicated that most (38.46%) of the ninety-one respondents were satisfied by their job security in the organization. This can motivate the workers to improve their performance in the organization because they were satisfied by their job security.

As shown in the same Table Ten, 9.89% of the respondents were highly dissatisfied by the respect and fair treatment they got from their supervisors and the human resource department, 6.59% of the respondents were dissatisfied, 24.18% of the respondents replied neutral, 36.26% of the respondents were satisfied and 23.08% of the respondents were highly satisfied. Thus, majority (36.26%) of the ninety-one respondents have satisfied by the respect and fair treatment they got from their supervisors and the human resource department.

This analysis indicated that the organization's management system was encouraging workers to perform their job properly. Due to the attractiveness of the supervisors' and the human resource department's respect and fair treatments given to the workers in the organization, the ways of communication between supervisors and workers might be smooth and comfortable for most of the workers. This also helps to maximize both workers and organizational productivity through utilizing the available resources properly.

From the same Table Ten above with respect to the management's interest and ways of understanding the workers personal problems 5.49% of the respondents replied that they were highly dissatisfied, 9.89% of the respondents answered dissatisfied, 25.27% of the respondents replied as neutral, 19.78% of the respondents were satisfied and the rest majority (39.57%) of the-ninety respondents were highly satisfied by their supervisors interest and ways of understanding their personal problems in the organization.

This analysis shows that the management's and the supervisor's ways of understanding employee personal problem was attractive for most of the respondents. This able to make their communication smooth among them and it can improve workers motivation in the organization.

4.2.6. SYSTEM OF INFORMATION FLOWS IN THE ORGANIZATION

The nature of the information flow activities available in the organization is very important factor that might be affect the employees' performance positively or negatively. As a result, the performance of the organization might be affected accordingly. Therefore, to motivate workers, the management should implement appropriate performance evaluation mechanisms, feedback, vertical and downward communication systems in the organization. The respondents' reaction to their organization's information flow system was presented in the tables below:

Table Eleven: System of Information Flows in the organization

Descriptions	The ways of information flows in the organization		The feedback workers got about their job performance in the organization	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Very Unattractive	9	9.89	7	7.69
Unattractive	8	8.79	8	8.79
Neutral	29	31.87	28	30.77
Attractive	30	32.97	22	24.18
Very Attractive	15	16.48	26	28.57
Total	91	100	91	100

Concerning the ways of information flow on personal policies, working practices and procedures in the organization as indicated in Table Eleven, 9.89%, 8.79%, 31.87%, 32.97% and 16.48% of the respondents replied as very unattractive, unattractive, neutral, attractive and very attractive respectively.

This finding shows that most (32.97%) of the respondents were attractive by the ways of information flow on personal policies, working practices and procedures in the organization. This implies that the rules and regulation, working principles and the nature of information flow in the organization were attractive to the employees and it encourages them to accomplish their job properly. Therefore, the management pay attention to maintain and improve the existing policies for better performance.

As mentioned in the same Table Eleven about the feedback of workers performance in the organization 7.69% of the respondents were very unattractive, 8.79% of the respondents were unattractive, 30.77% of the respondents were neutral, 24.18% of the respondents were attractive and 28.57% of the respondents were very attractive.

As per this analysis, most (30.77%) of the respondents feel neutral by the feedback they have received about their job performance in the organization. Thus, the workers might not motivated to perform their job properly if they are not properly evaluated for their past job performance. Due to this, the employees might feel dissatisfaction and might not be willing to accomplish their job properly. Therefore, the management shall investigate

the existing feedback systems and shall make some improvement to keep the workers motivated.

4.2.7. EMPLOYEES TURNOVER AND ABSENTEEISM

Employee turnover and absenteeism problem negatively affects organizational performance. This leads to raise the recruitment and production interruption costs of the organization. The findings of the collected data from the secondary sources of the organization were summarized in the table below:

Table Twelve: Employees Turnover and Absenteeism data Analysis

Year	No. of new hired employees per year			No. of Termination per year			Total manpower per year			No. of Absenteeism per year		
	M	F	T	M	F	T	M	F	T	M	F	T
Total	82	25	107	33	10	43	595	331	926	187	106	293
%	76.64	23.36	100	76.74	23.26	100				63.82	36.18	100
Average	7	2	9	3	1	4				16	9	25
%/month			1			0.43						2.7

NB: No. of Absenteeism per year means the number of workers who were absent from their work without permission and legal leave.

As mentioned in Table Twelve about the new employees hired in the organization within one year time; per each month in average 9 (1%) of 926 new workers were hired during the year. From the nine new hired workers seven of them were males and the rest two of them were females. Most (76.64%) of the new workers hired during the year were males. This finding shows that the organization has overhead costs per each to upgrade the new hired workers (1%) skill. Because, the new workers need additional training to accomplish their tasks properly.

From the same Table Twelve with regard to termination of workers with different cases in average per each month four (0.43%) of 926 workers were terminated. This shows per year from 36-48 (averagely 42) workers were quitted from the organization. This can negatively affect the productivity of the organization. Thus, motivating workers to

minimize the frequency of termination is very important to improve organizational productivity.

In the same Table Twelve, the secondary data indicated that per each month in average 25 (2.7%) of the total workers were absent from their job during the year time. Most of the absentees were male workers as compared to female workers. This finding shows per each month in average 25 (2.7%) 926 workers were absent from their job, which means one worker was absent per each day. This can negatively affect the productivity of the organization. Hence, the management shall investigate the reasons of absenteeism and shall give solutions for the problem to reduce absenteeism.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The aim of this study was to investigate the effect of employee motivation on organizational performance at Nefassilk Plant of Moha Soft Drinks Industry Share Company. Based on the findings of the data analysis presented in Chapter Four, the following conclusions can be made:

5.1. SUMMARY OF FINDINGS

The summary of the major findings of the study were summarized as follows:

5.1.1. WORKING CONDITIONS AND NATURE OF THE JOB

- As per the analysis of the respondents' response, most of the respondents replied that the working conditions of the organization were attractive to them. Hence, the workers might be motivated by the attractiveness of their working condition to improve their productivity.
- The analysis indicated that, majority of the respondents replied towards the nature of the work in the organization were neutral for them. This implied that most of the respondents not motivated by the nature of their work in the organization. Consequently, organizational performance might be negatively affected.
- The motivational packages applied in the organization were financial as per most of the respondents' and the senior management staffs' responses. Since workers' motivation comes from both intrinsic and extrinsic factors, it is important to pay attention to motivate workers both intrinsically (satisfaction during the performance of the work itself) and extrinsically (after completion of the work increase in wage, retirement benefit, rest period etc) for better performance.

5.1.2. FINANCIAL REWARDS

- With respect to rating of the organization's pay, majority of the respondents replied that the pay of the organization was medium as compared to their contribution in the organization. Thus, to motivate them for better performance,

investigating the organization's pay level against to the workers contribution is very import to balance workers expectation against to their output in the organization.

- The majority of the total respondents rated that the salary pay and periodic salary increment applied in the organization was medium. This finding shows that the level of the organization's pay and periodic salary increment was less as compared to the workers expectation for what they contributed.
- As per the respondents reaction regarding the financial rewards applied in the organization, most of the respondents rated their satisfaction level by the organization's financial rewards were medium.
- Most of respondents rated that they were highly motivated to work in the organization until their retirement period. This implies that the employees have good commitment towards their organization.

5.1.3. NON-FINANCIAL REWARDS

- The analysis shows that majority of the respondents' satisfaction level by the organization's non-financial rewards were medium. This shows that the workers have not fully motivated by the organization's non-financial rewards applied to them.
- Concerning workers recognition, decision-making and delegation authority in the organization, most of the respondents rated that their level of satisfaction were average. This indicated that their level of delegation and authority was below their expectation and they have limited power on decision-making activities in the organization.
- From the total respondents, majority of them rated that the opportunities to get further education and advancement in the organization were very high. Due to this, the workers in the organization might feel motivated to accomplish their job properly in their organization.

5.1.4. MOTIVATION AND FACTORS OF MOTIVATION

- The majority of the respondents replied if they feel motivated by the motivational factors applied in the organization, their commitment and contributions to improve the productivity of the organization were very high. The management staffs also believed the necessity of motivation for profit maximization of the organization.
- The assessment of the response indicated that most of the respondents' levels of motivation by the organization's motivational factors applied in the organization were high. This finding shows that the workers were motivated to improve their job performance in their organization.
- From the eight motivation factors (salary, job security, delegation and decision-making, opportunity for advancement, interesting job, fringe benefits, working environment and training), the respondents ranked job security as the first important and training as the last factors to motivate workers in the organization. The senior management staff's response also shows salary increment as the first and job security as the second as the fourth factors of motivation. Thus, this analysis gives a good indication to the management to see through and to give priority for all motivational factors applied in the organization as per their importance to motivate workers in the organization.

5.1.5. JOB SECURITY AND SUPERVISION

- The analysis indicated that most of the respondents were satisfied by their job security in the organization. This implied that most of the workers in the organization have better commitment to do their job properly.
- The supervisor's and the human resource department's respect and fair treatment to employee in the organization satisfied most of the respondents. Thus, communication between supervisors and among workers can be smooth and attractive and helps to maximize organizational productivity.
- Majority of the respondents were highly satisfied by their supervisors' interest and ways of understanding their personal problems in the organization. As per this analysis, the management's and the supervisors ways of employee management

system is very attractive to handle the workers through creating common and mutual understanding among them.

5.1.6. SYSTEM OF INFORMATION FLOWS IN THE ORGANIZATION

- Among the respondents, most of them were attractive by the ways of information flow on personal policies, working practices and procedures in the organization. This can motivate workers to accomplish their task properly.
- Majority of the respondents were feeling neutral by the feedback they got about their job performance in the organization. Due to this, the employees might feel dissatisfaction and might not be willing to accomplish their job properly and organizational productivity might not achieve accordingly.

5.1.7. EMPLOYEES TURNOVER AND ABSENTEEISM

- In average, every month nine new workers were hired during the year. This shows that the organization has a continuous capacity building costs in average for nine workers per each month, moreover, production interruptions and other related overhead cost to the organization rises accordingly.
- Regarding termination and resignation, per each month in average four workers were terminated from the organization due to different cases like work discipline and searching for better job during the year.
- As per the findings of the secondary data, in average per each month twenty-five workers were absent from their job. This can negatively affect the productivity of the organization.

5.2. CONCLUSSIONS

Based on the summary of the findings, the following conclusions made:

- The study revealed that the working conditions of the organization were attractive for majority of the respondents, however, their degree of interest towards the nature of their work in the organization were neutral. The attractiveness of the working environment and the nature of the work itself have positively correlated with the productivity of the workers in the organization. Because if employees feel motivated by their job and by their working environment, they feel motivated to accomplish their task properly by using their skill and knowledge up to their maximum capacity to improve organizational productivity. The organization used both financial and non-financial rewards to motivate workers in the organization but the findings of the research shows that the motivational packages applied in the organization were financial rewards. This show that the non-financial rewards applied in the organization was not satisfactory to motivate workers in the organization. Motivation is the result of both financial and non-financial rewards applied to workers to improve organization's productivity. Therefore, employees motivation comes from the attractiveness of the working environment, the nature of the work itself to create satisfaction to workers, the appropriate financial and non-financial rewards applied to them etc can motivate workers to accomplish their task properly.
- Most of the respondents were averagely satisfied by the organization's pay and periodic salary increment, and the financial and non-financial rewards applied to them as compared to their contribution in the organization. This shows that the respondents' motivation level is medium as compared with their expectation. Workers are highly concerned to their inputs (contributions) and their pay/reward that they have received for what they produced in the organization. Because, if workers have received good rewards for their past work performance, their motivation level will increase and helps to improve their future performances to accomplish their task properly. Therefore, still there is motivation gap observed among workers to get the maximum satisfaction as per their expectation towards the financial and non-financial rewards applied and the pay levels against to their output in the organization.

- Organization's recognition, decision-making and delegation authority given to workers in the organization averagely satisfied majority of the respondents. This indicated that the workers are averagely delegated to do their job by themselves and their authority were average to make decision to accomplish their specific task in the organization. This averagely can increase their motivation level to improve their work performance in the organization. Additionally, the respondents were highly satisfied by the opportunities to get further education and advancement in the organization. Furthermore, they were highly motivated and interested to work in the organization until their retirement time. Hence, the employees can develop better commitment towards their organization, the degree of workers turnover problem able to reduce and the experienced workers make better contribution to their organization's productivity.
- With regard to workers motivation towards productivity of the organization, most of the respondents replied that if they feel motivated by the organization's motivational factors applied to them, their commitment and contribution to improve the productivity of the organization will be high. The management also believed by the necessity of motivation to improve workers contribution to maximize their productivity. Moreover, most of the respondents' levels of motivation by the organization's motivational factors applied to them were high. Which means the organization's motivation system was attractive for majority of the respondents and their levels of motivation to do better things in their organization were high..
- From the eight motivation factors (salary, job security, delegation and decision-making, opportunity for advancement, interesting job, fringe benefits, working environment and training), the respondents ranked job security as the first important and training as the last factors to motivate workers in the organization. The interview result also indicated salary increment as the first and job security as the second factors of motivation. This analysis gives a good indication that workers are motivated by different factors differently to improve their worker performance in the organization.
- Most of the respondents feel satisfied by their job security in the organization. Thus, the workers can develop better commitment to accomplish their job properly. The organization also advantageous to maximize its productivity if the experienced workers loyal to work in their organization until their retirement period. Because the

experienced workers are more effective to improve productivity and to reduce the organization's overhead costs in multi-directions. The supervisor's and the human resource department's respect and fair treatment given to workers and the supervisors' interest and ways of understanding workers personal problems in the organization satisfied majority of the respondents. This can improve the communications made between the management (supervisors) and the workers in the organization. This helps to improve the workers motivation level in the organization.

- Among the respondents, most of them were attractive by the ways of information flows on personal policies, working practices and procedures in the organization. However, their feelings were neutral by the feedback they have received about their job performance. This shows that the attractiveness of the rules and regulations, working principles and nature of information flows can motivate workers to accomplish their job properly. As per this finding, if workers are not yet properly evaluated for their past job performance, they may feel dissatisfaction and may not willing to accomplish their job properly in the future.
- The result of the findings shows that there were workers turnover and absenteeism problems in the organization. Because per each month averagely nine new workers were hired, four experienced workers were terminated due to different cases and twenty-five workers were absent from their jobs in the organization. This leads to raise the overhead costs of the organization like advertisement, selection, recruitment and capacity building costs for new workers in the organization. Due to this, production interruption, ineffectiveness and inefficiency problems will face to attain the targeted production capacity.

5.3. RECOMMENDATIONS

This study provides information, which could benefit the management of the study organization for better understanding employees need in the organization. To be competitive in its business industry, motivating employees both with financial and non-financial rewards are very important. The management should consider the following points to respond to the needs of the employees of the organization.

Accordingly, the research draws the following recommendations:

- The management needs to focused and examine the nature of the work, because the findings of the study indicated that the workers degree of interest towards the nature of the work in the organization were neutral.
- The management of the organization needs to investigate the level of pay compared with the employees' contribution in the organization and needs to improve the existing motivational systems accordingly.
- The workers degree of recognition, decision-making, financial and non-financial rewards, delegation authority and the feedback about job performance to employees in the organization need to be improved. Applying clear and fair performance evaluation system and developing individuals' skill to understand that they are fully delegated and responsible to perform their specific task by their own is very important.
- To provide the right motivational factors to workers in the organization, the management should evaluate the needs of workers every year.
- The management needs to pay attention to motivation factors to implement based on its importance because the results of this study show that job security has firstly ranked and salary increment the second best work factors for workers.
- It is advisable to the management of the organization to reduce the turnover and absenteeism problems by improving the production incentives against output based systems. This helps the management to reduce the turnover and absenteeism problems in the organization.
- Managers of each department in the organization shall build up friendly working environment within the organization to maximize organization's productivity.

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APPENDIX A: QUESTIONNAIRES (CLOSED-ENDED QUESTIONS)

**St. Mary’s University College School of Graduate Studies
MBA Program**

This questionnaire is prepared for the purpose and successful completion of the study entitled on the Employee Motivation Practices at Nefassilk Plant of Moha Soft Drinks Industry Share Company. The study is prepared in partial fulfillment of the requirement for master of art in business administration (MBA).

The purpose of this study is to determine the most significant motivational factors of employees in the Nefassilk Plant of Moha Soft Drinks Industry Share Company in order to improve motivational factors for employees in this Organization.

Please answer all of the questions. Your response is very important for the analysis of this study, and it helps for further researcher’s information as a secondary data.

NB the researcher aware that the information is being required in a specific manner for the purpose of this study only and so that confidentiality is guaranteed.

Thank you in advance for your cooperation

Andarge Getaneh

Employee’s Motivation Survey Questionnaires

1. Demographic characteristics of the respondents
 - 1.1. Gender: A. Male B. Female
 - 1.2. Age: A. 18-30 B. 31-45 C. 46-55 D. 56-60 E. 60 and above
 - 1.3. Position: A. Management B. Non-Management C. Supervision
 - 1.4. Educational status
 - A. up to 8th B. 9th -12th C. Vocational diploma & Certificate D. College diploma E. 1st degree and above
 - 1.5. For how long have you worked in the Organization?
 - A. Less than 1 year B. 1 to 3 years C. 4 to 6 years D. More than 6 years
2. Working condition and nature of the job
 - 2.1. The working conditions of your organization:
 - A. Very Attractive B. Attractive C. Neutral D. Unattractive E. Very unattractive
 - 2.2. How do you see the nature of the work in your organization?
 - A. Very challenging B. Challenging C. Neutral D. Less Challenging E. Not challenging
 - 2.3. What are the motivational packages applied in the organization?
 - A. Financial B. Non-financial C. Both financial & Non-Financial D. None

No	Descriptions	VL	L	M	H	VH
3.	Financial Rewards	1	2	3	4	5
3.1	Your pay compared with your contribution in organization					
3.2	The level of salary pays and periodic salary increment in your organization					

3.3	Your satisfaction regarding financial rewards					
3.4	Your motivation to work in your organization until retirement					
4.	Non-Financial Rewards	VL 1	L 2	M 3	H 4	VH 5
4.1	Your satisfaction towards non-financial rewards					
4.2	Your recognition in decision making and level of delegation authority concerning your job in the organization					
4.3	The opportunities that you have further education, to do more things for advancement/improvement in your organization					
5.	Motivation					
5.1	If you feel motivated, your contribution to improve productivity					
5.2	Your level of motivation by your organization's motivational factors					
5.3	How would you rate each of the factors that motivate you to perform your job the best?	1	2	3	4	5
5.3.1	Wages/ Salary					
5.3.2	Fringe benefits					
5.3.3	Job security					
5.3.4	Interesting job					
5.3.5	Working environment					
5.3.6	Opportunity for advancement					
5.3.7	Training					
5.3.8	Delegation and decision-making					
	Descriptions	HD 1	D 2	N 3	S 4	HS 5
6.	Job Security and Supervision					
6.1	Your satisfaction about your job security					
6.2	The respect and fair treatment you received from your supervisors and the HR department					
6.3	Your supervisors interest and way of understanding your personal problem					
7.	System of Information Flows in the Organization	VUA 1	UA 2	N 3	A 4	VA 5
7.2	The ways of information flow on personal policies, working practices and procedures in your organization					
7.3	The feedback you got about your job performance in your organization					

NB: If you have any further explanation or idea, please specify on the space provided.....

NB: 1=represent the least and 5=represent the highest value

1=HD = highly dissatisfied, 2=D=Dissatisfied, 3=N=Neutral, 4=S=satisfied, 5=HS=highly satisfied

1=VL=Very Low, 2=L= Low, 3=M= Medium, 4=H=High, 5=VH = Very high

1=VUA=Very unattractive, 2=UA=Unattractive, 3=N=Neutral, 4=A-Attractive, 5=VA=Very Attractive

1 = least important, 2 = less important 3 = important, 4 = more Important, 5 = most important

ጥያቄ

ቅድስት ማሪያም ዩኒቨርሲቲ ኮሌጅ የድህረ ምረቃ ተቋም

ጥያቄው የተዘጋጀው በቅድስት ማርያም ዩኒቨርሲቲ ኮሌጅ የድህረ ምረቃ ፕሮግራም ስከታተል የቆየሁትን የክፍተኛ ትምህርት ለማጠናቀቅ የሚጠበቅብኝን ጥናት ለማዘጋጀት ሲሆን ጥናቱም የስራ ማበረታቻና የስራ-ተኞች የስራ ተነሳሽነት ለድርጅት እድገት ያለውን አስተዋፅኦ በሞሃ የለስላሳ መጠጦች አከስቶን ማህበር፤ በንፋስ ስልክ ፋብሪካ ላይ ጥናት ለማካሄድ ነው።

የጥናቱ ዋና አላማ በሞሃ የለስላሳ መጠጦች አከስቶን ማህበር፤ በንፋስ ስልክ ፋብሪካ ያለውን የስራ ማበረታቻ አስተዋፅኦዎችን እና የስራ-ተኞች የስራ ተነሳሽነት ሁኔታን ጥናት ለማካሄድ ነው። ጥናቱን ለማካሄድ የእርስዎ ምላሽ በጣም ጠቃሚ ስልሆነ እና ለቀጣይም በመረጃነት ስለሚያገለግል እባክዎ ሁሉንም ጥያቄዎች ይመልሱ።

ማስታወሻ: ይህ መረጃ የተፈለገው ከላይ ለተጠቀሰው የመመረቂያ ጥናት አገልግሎት ብቻ የሚውል ሲሆን ሚስጢርነቱም እጅግ በጣም የተጠበቀ ነው።

ስለ መልካም ትብብርዎ በቅድሚያ አመሰግናለሁ።

አንዳርጌ ጌታነህ

ስለ ስራ-ተኞች የስራ ተነሳሽነት መረጃ መሰብሰቢያ ጥያቄዎች

1. የመረጃ ሰጭዎች ዝርዝር ሁኔታ
 - 7.1. ምታ: A. ወንድ B. ሴት
 - 7.2. ዕድሜ: A. 18-30 B. 31-45 C. 46-55 D. 56-60 E. 60 እና በላይ
 - 7.3. የስራ ደረጃ: A. አስሪ/ኃላፊ B. ዝቅተኛ ስራ-ተኛ C. አስተባባሪ
 - 7.4. የትምህርት ደረጃ: A. ከ8ኛ ክፍል በታች B. ከ9th -12th C. የሙያ ስርተፊኬት/ዲፕሎማ D. የኮሌጅ ዲፕሎማ E. ድግሪ እና ከዚያ በላይ
 - 7.5. በድርጅቱ ምን ያክል ጊዜ ሰርተዋል?
 - A. ከ1 ዓመት በታች B. ከ1-3 ዓመት C. ከ4-6 ዓመት D. ከ6 ዓመት በላይ
 - 7.6. የድርጅቱ የስራ ሁኔታ:
 - A. በጣም ማራኪ B. ማራኪ C. ተመጣጣኝ D. የማይማርክ E. በጣም የማይማርክ
 - 7.7. የድርጅቱን የስራ ሁኔታ እንዴት ያዩታል?
 - A. በጣም ክብደት ያለው B. ክብደት ያለው C. ተመጣጣኝ D. ትንሽ ክብደት ያለው E. በጣም ቀላል/ክብደት የሌለው
 - 7.8. በድርጅቱ እየተካሄዱ ያሉ የማበረታቻ አይነቶች?
 - A. በገንዘብ የሚተመኑ B. በገንዘብ የማይተመኑ C. በገንዘብ የሚተመኑና የማይተመኑ D. የለም

ተ.ቁ	የማበረታቻ ዝርዝሮች	VL	L	M	H	VH
		1	2	3	4	5
8.	የገንዘብ ማበረታቻ					
3.1	የሚከፈለዎት የክፍያ መጠን ለድርጅቱ ከሚያበረክቱት አስተዋፅኦ ጋር ሲነፃፀር					
3.2	ድርጅቱ የሚከፍለው ክፍያ እና በተለያዩ ገዜ የሚያደርገው የደሞዝ ጭማሪ ሁኔታ					
3.3	ድርጅቱ በሚያደርገው የገንዘብ ማበረታቻ፣ የእርስዎ የእርካታ ሁኔታ					

3.4	ጡረታ እስኪወጡ ድረስ በድርጅቱ ለመስራታ ያለዎት ፍላጎትና ተነሳሽነት					
9.	ገንዘብ ነክ ያልሆኑ ማበረታቻዎች	VL 1	L 2	M 3	H 4	VH 5
4.1	ድርጅቱ በሚያደረገው ገንዘብ ነክ ባልሆኑ ማበረታቻዎች ያገኙት ርካታ					
4.2	በድርጅቱ የተመደቡበትን ስራ ለማከናወን ያለዎት የኃላፊነት ስልጣን እና የውሳኔ ሰጭነት ሁኔታ					
4.3	በድረጅቱ ውስጥ ያለው የተጨማሪ የትምህርት እድል እና የእውቀት አድማስን ለማስፋት የተለያዩ ስራዎችን ለመስራት ያለዎት ምቹ ሁኔታዎችና አጋጣሚዎች					
10.	ተነሳሽነት					
5.1	በተለያዩ ማበረታቻዎች የስራ ተነሳሽነት ስሜት ቢሰማዎ፤ ለድርጅትዎ የሚያደርጉት አስተዋፅኦ ሲሰካ					
5.2	ድርጅቱ በሚያደርጋቸው ማበረታቻዎች፤ የእርስዎ የስራ ተነሳሽነት ሲሰካ					
5.3	ስራዎትን በተሻለ ሁኔታ ለማከናወን ያበረታታዎ ዘንድ፤ ከዚህ በታች ያሉትን ማበረታቻዎች እንዴት ደረጃ ይሰጧቸዋል?	1	2	3	4	5
5.3.1	ክፍያ/ደግሞዝ					
5.3.2	የተለያዩ ጥቅማጥቅሞች መኖር					
5.3.3	የስራ ዋስትና መኖሩ					
5.3.4	የስራው ተስማሚነት					
5.3.5	የስራ አካባቢ ምቹነት					
5.3.6	የእውቀት አድማስን ለማስፋት ያለው ምቹቱ ሁኔታ					
5.3.7	የተለያዩ ስልጠናዎች					
5.3.8	ኃላፊነትን የመስጠት እና ለሚሰሩት ስራ ውሳኔ ሰጭነት					
		HD 1	D 2	N 3	S 4	HS 5
11.	የስራ ዋስትናና የስራ እዝ ሰንሰለት					
6.1	ስለ ስራዎ ዋስትና ያለዎት እርካታ ሁኔታ					
6.2	በአሰሪዎ/በኃላፊዎ እና በሰው ኃይል አስተዳደር የሚደረግለዎት ክብርና ሚዛናዊ ድጋፍ					
6.3	አሰሪዎ/ኃላፊዎ የእርስዎን የግል ችግር ከመረዳት አንጻር ያለው ፍላጎትና የግንዛቤ ሁኔታ					
12.	የድርጅቱ የመረጃ ፍላጎት/የዕዝ ሰንሰለት	VUA 1	UA 2	N 3	A 4	VA 5
7.1	በድርጅቱ ውስጥ ያለው የስራ የእዝ ሰንሰለትና የመረጃ ፍላጎት (በሰው ኃይል አስተዳደር፤ በስራ አሰራር ደንብ እና መመሪያ ወዘተ) ሁኔታ					
7.2	ላከናወኑት ስራ፤ በኃላፊዎ/በድርጅትዎ የሚሰጠዎት የስራ ግምገማ ሚዛናዊነት					

ማስታወሻ: ተጨማሪ ማብራሪያ ወይም አስተያየት ካለዎት በባዶ ቦታው ላይ የግለፁት.....

ማስታወሻ: 1= በጣም ዝቅተኛ ውጤት ሲሆን 5= በጣም ከፍተኛ ውጤት ነው
 1=HD = በጣም የማያረካ, 2=D= የማያረካ, 3=N= ተመጣጣኝ, 4=S= የሚያረካ, 5=HS= /በከፍተኛ የሚያረካ
 1=VUA=በጣም የማይማርክ , 2=UA=የማይማርክ, 3=N=ተመጣጣኝ,4=A=ማራኪ,5=VA=በጣም ማራኪ
 1=VL= በጣም ዝቅተኛ, 2=L= ዝቅተኛ, 3=M= መካከለኛ, 4=H= ከፍተኛ, 5=VH = በጣም ከፍተኛ
 1 = በጣም ትንሽ ጠቃሚ, 2 = ትንሽ ጠቃሚ, 3 = ጠቃሚ, 4 = በጣም ጠቃሚ, 5 = እጅግ በጣም ጠቃሚ

APPENDIX B: INTERVIEW (OPEN-ENDED) QUESTIONS AND SECONDARY DATA

St. Mary's University College School of Graduate Studies

MBA Program

I. Interviewing Questions to the Management

As per your organization's employee motivation trend:

1. What types of motivational factors used to motivate the employees at your organization? Which is the most important? Why? What is the workers motivation level?
2. Is motivation increase employee's productivity? How? What types of motivation used? Which one is most effective? Are motivated workers reduced product defects and reduced down time?
3. As per your view, what is the employee's motivation level due to the motivational factors applied in your organization?
4. How do you treat your employee to motivate them for better performance?
5. How do you express motivating employees towards organizational productivity?
6. How do you initiate your workers to attain your targeted production capacity
7. Do you think, the organization's motivational factors meet the workers expectation to improve their productivity?

II. Secondary data

Kindly I am requesting your organization to give me the following data for the study purpose:

1. Employees absenteeism data within one year time
2. Employee turnover report for two years time (number of quitted and new hired employees).
3. And other relevant data that helps to strengthen the study

Thank you in advance for your cooperation

Andarge Getaneh