



ST. MARY UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF MOTIVATIONAL PRACTICES ON EMPLOYEE
PRODUCTIVITY: AN EMPIRICAL STUDY OF ADDIS ABABA CITY
ROADS AUTHORITY**

BY

TADELE TIBEBU

JUNE 2020
ADDIS ABABA, ETHIOPIA

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TADELE TIBEBU

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ADVISOR BERHANU ENDESHAW (Ph.D.)

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APPROVED BY BOARD EXAMINERS

Dean, Graduate

Studies Signature & Date

Advisor

Signature & Date

External Examiner

Signature & Date

Internal Examiner

Signature & Date

DECLARATION

I, the undersigned, declare that this thesis “*The Effect of Motivational Practices on Employee Productivity: An Empirical Study of Addis Ababa City Roads Authority*” is my original work, prepared under the guidance of Berhanu Endeshaw (Ph.D.). All sources of materials used for this thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institution for the purpose of earning any degree.

Name

St, Mary’s University, Addis Ababa

Signature

June 2020

ENDORSEMENT

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

Advisor

St, Mary's University, Addis Ababa

Signature

June 2020

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ACRONYMS

AACRA	Addis Ababa City Roads Authority
ANOVA	Analysis of Variation
ERA	Ethiopian Roads Authority
KM	Kilometer
HR	Human Resource

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ABSTRACT

The aim of this study is to examine the effect of motivational practices on employee productivity in Ethiopian public organizations taking Addis Ababa City Roads Authority (AACRA) as a case. An explanatory research design with quantitative research approach was applied to examine the impact intensity of motivational practices on employee productivity. Using the population of 1,731 permanent active employees in AACRA, a sample of 325 was determined of which 302 were retrieved and appropriately filled. The targeted respondents were selected with stratified random sampling technique. The primary data were collected through self-administered questionnaire and analyzed using multiple regression analysis. The reliability of the data collection instrument was calculated and the Cronbach's alpha coefficient was 0.828. The findings revealed that Wellbeing, Compensation, Training & Development are the most practiced motivational tools. All the four dimensions showed positive and significant relation with employee productivity. Work environment was found to be relatively the highest predictor ($\beta = .353$) followed by Compensation ($\beta = .284$) and Wellbeing ($\beta = .198$). But Training & Development had the least effect on employee productivity ($\beta = .112$). All the dimensions are good predictors of productivity on which the managements should exert more effort to improve its motivational schemes based on need assessment and focus on monitoring its implementation.

Keywords: Intrinsic Motivation, Extrinsic Motivation, Employee Productivity, Permanent Employees, Addis Ababa City Roads Authority

CHAPTER ONE

INTRODUCTION

1.1 Background of The Study

In modern era of business management, efficient and effective utilization of scarce resources are the bedrock for sustainable survival of firms in a competitive market. Among other valuable treasures, well-motivated human resource is the most vital asset in which enhancement of employee productivity and competitive excellence make a difference (Sunia, 2014). Accurate understanding of employees' motivation plays significant role on effective implementation of critical business policies and strategies. Failure in these regards may cause either no impact at all or damage the reputation of the organization irreversibly. In the long run, the effect of its critical consequences inevitably manifest on employee's productivity but provision of relevant and appropriate motivational scheme help maintains or retain well experienced and skilled employees which in turn enhances organizational productivity (Sirota, 2005).

Despite the induction of modern technologies to facilitate smooth workflow, employees as an integral part of the organization, make up the most decisive workforce (Jennifer, 2013) for the reason that firm's performance or optimal productivity is utterly the reflection of their enthusiastic efforts exerted forth in the course of achieving the intended business and corporate objectives. Aluko (2014) urges that in order to achieve or enhance high level of productivity, managers need to perpetuate seeking ways of ensuring their staff stay motivated. Lack of motivation hinders sustainable success results in low morale staffs performing way far from up to the standards.

George (2017) claims that there are a number of ways, fall into two basic categories -intrinsic and extrinsic, so as to motivate the existing and new emergent workforces. The former arises from employee's internal cravings to execute a task out of self-interest without the imposition of external forces, whereas, the latter is the type of motivation that arises when an employee is constrained by pursuing external rewards or to avoid punishment. It also helps boost employee's effectiveness for the fact that certain external factors such as adequate compensation, work environment as well as training and career development appeal to employees as such are essential in inspiring them to resourcefully and successfully discharge their duties (Ajalie, 2017). Such managerial dilemmas are often evident in most public organizations in developing countries under Sub-Saharan region and Ethiopia is not far from these facts.

Public or government owned organizations are used to incorporate organizational changes enforced by the higher officials from their respective ministry rather than customized to fit their specific gaps based on their own need assessment. Such disparities are often reflected by employee complaints against benefits, compensations, training, career development and the likes. The misalignment of the amended organizational structure with the existed human resource development of the companies are spring boards for lack of motivation and commitment to their assignments and the corporate objective at large. It also holds true for Addis Ababa City Roads Authority, one of the major public organization engaged in infrastructure development in the city.

The Authority have taken a number of breakthroughs to improve the productivity of employees so as to rebuild its “broken image” due to poor quality and extensively delayed city roads construction. To do so, the organization tried to create a conducive work environment, concerned for the heal and safety of the staffs, set attractive salary scales, and provides relevant training to enhance the individual and group outputs. Such employee motivational practices are believed to have significant impact on the productivity of the employees if designed on need assessment and implemented properly as well (Sirota, 2005).

1.2 Background of The Organization

The country’s modern road construction is highly interlinked with Emperor Haile Sellase’s ruling period. Following the eviction of the Italian occupiers, the Imperial Ethiopian Government decided to have a road agency solely responsible for rehabilitating/ restoring and expanding the road network throughout the country needed to be established. Accordingly, the Imperial Highway Authority (IHA) was established under proclamation No. 115/1951 as a semi-autonomous agency with specific duties to plan, design, construct, and maintain roads. Responsibilities for construction and maintenance of roads remained under a single autonomous authority for 26 years (1951-1977). The Ministry of Transport and Communication turned out to be the supervising authority of Ethiopian Roads Authority (ERA).

When it was decided for the capital city to have a Mayor and a Council in 1942, the city roads construction and maintenance was organized under the municipality. In 1980, the Military Government that took power in 1974 reformed the agency into the Ethiopian Transport Construction Authority (ETCA) by proclamation No. 189/1980 and became answerable to the newly formed Ministry of Construction. The proclamation enlarged responsibility of the

Authority by expanding its task to incorporate the construction of Airports, Seaports, Railways, and Municipal Roads. To fulfill the road construction activities together with building works the “Road and Building works” department was established. This department stayed till the replacement of the emperor by the Derg regime performing its duties. In 1993, the ruling class, Ethiopian People Revolutionary Democratic Front (EPRDF) had established regional governments and gave them power to administer their regions with autonomy (ERA, 2018).

Following this, the Addis Ababa City Administration as one of the newly established regions established the “Bureau of Works and Urban Development” and the bureau organized a department under it to carry out the road construction and maintenance works. The newly established road department constructed and maintained the city road till the establishment of the Addis Ababa City Roads Authority (AACRA) in March 15, 1998 by regulation no 7/1998 to be administrated by board of directors to construct, maintain and administer the road works in Addis Ababa. The total length of road constructed in the city till the establishment was 1,300 km of which 900 km was gravel road and the remaining 400 km was asphalt surfaced road. The authority has done remarkable progress in the expansion and upgrading of the city roads since its establishment (1,300 Km in 1998 to 6,341 Km current) but its efficiency in the last couple of decades is still under question (AACRA Annual report, 2018). Within the given period, it commenced a number of structural reforms to improve its performances in line with productivity and also under process to amend the structure which has been restructured three years ago.

According to 2019 annual report of AACRA, the underlying issue being raised following the intended organizational structure amendment, is that the active structure under implementation failed to exceed the required employee productivity even though very attractive and persuasive incentives and compensations were incorporated on to different salary scales. Extant researches revealed that, attractive monetary incentives ended up with satisfying and motivating them for considerably short period (Armstrong, 2011; Aluko, 2014; George, 2017) but the depth or intensity of its effect on their productivity is still foggy. Such human resource management limitations often emanate from inability to understand the existing employees’ motivation and their significant effect on the overall productivity. Thus, the main purpose of this study was to assess the effect of motivation on employee productivity taking AACRA as a case study. It may serve the management as an input for making informed decision for the second restructuring.

1.3 Statement of the Problem

Motivation can be taken as any influence that retrieves, directs, or maintains individual's goal oriented behavior (Estes, 2016). It refers to the inner driving factors that cause an individual to behave in a certain manner and act in a specific way. Organizations are usually very enthusiastic to achieve their goals and objective through integrating their well-motivated employees with other relevant resources. Provision of attractive compensation, conducive work environment, or create room for proper training and career advancement escalates employees' moral and motivation to discharge their duties and responsibilities even sometimes beyond firm's expectation (Lin, 2017). Demotivated or not properly treated employees, to the contrary, are prone to fail to discharge their duties effectively and efficiently resulted in low productivity. Such managerial issues are more pronounced on governmental/ public organizations in developing countries in particular and Ethiopia is not far from this fact.

Since its establishment by Ethiopian Proclamation No 7/1998, AACRA is one of the public organization run by Addis Ababa city administration and accounted for upgrading roads within the city through designing and constructing roads or rejuvenation of old ones as necessary. It has successfully upgraded roads within the city according to the city's master plan and has also redesigned and upgraded the old roads which served for decades. Prior to the upgrading these roads were so narrow that they couldn't accommodate the current traffic any more. To date over 2,719 Km asphalt surfaced roads with different width were constructed in areas identified as mayoral priorities (Addis Ababa City Municipality, 2019). However, despite external factors such as court cases, boarder dispute, budget deficiency, consultant self-interest, political interference and the likes, city roads are basically known for their poor workmanship and less durability (ERA, 2018). According to the general director, the authority plans to complete 25 road projects within the fiscal year of 2019. He claimed that many of the roads constructed or rejuvenated are characterized by their poor quality, high cost and long deliance due to reasons like contractor's incompetency, poor project management and lack of skilled labor (Amanuel, 2019, March 7).

Besides, dwellers in Addis Ababa, as metropolitan city, have still been criticizing the quality of the various services that the firm is rendering as it has always been a hotly debated and challenging issue of road traffic. Dig holes, narrow pedestrian, clogged manholes and insufficiency of drainage system during rainy seasons remains the main reasons for complaint and

the prominent challenges (Kassye, 2018). Temporary patches are specifically the living witnesses or the manifestation against the performance of the firm's workforce including the leadership.

Effective human resource management practices have the ability to create firms that are more intelligent, flexible, and competent than their rivals (Rawashdeh, 2012). To do so, organizations in construction industry need to recognize the importance of motivation for their employees' productivity enhancement. Appropriate planning and implementation of organizational policies, strategies and practices concentrating on recruiting, hiring and motivating employees facilitates firms' productivity to attain their business objectives. The effectiveness of its strategies and practices substantially depend on the extent to which its employees' motivation and satisfaction are accurately understood and taken as an input for strategic formulation and human resource development as well (Sirota, 2015). Thus, an accurate understanding of motivational factors in the workplace is more than maximizing the profitability of a given company but sustainably acquiring the most valuable assets - the loyal employees (Armstrong, 2011). In these regards, extant researches are conducted to evaluate the factors that affect the quality of road construction in Addis Ababa (Shimelis, 2014; Kassye, 2018; Melese, 2016). Their findings identified poor skilled labor, lack of knowledge on project management and managerial incompetency as the major reasons accounted for quality, cost and time overrun. However, the role of employee motivation on productivity is the area has been given less due consideration as well as it was a major issue stated on the annual report of 2019. Thus the basic aim of this study is to fill the gap by determining the effects of employee motivation on AACRA's productivity. This can be achieved by addressing the following research questions:

- 1- What effect does motivation have on employee productivity?
- 2- How does employee wellbeing have on the level of employees' productivity?
- 3- What influence does compensation have on the level of employee's productivity?
- 4- What effect does training and development affect workers' productivity?
- 5- What effect does work environment have on employees' productivity?

1.4 Objectives of the Study

1.4.1 General Objective

The primary objective of this study is to determine the effect of employee motivation on employee productivity in the case of Addis Ababa City Roads Authority.

1.4.2 Specific Objectives

This research therefore intends to achieve its general objective through addressing the following objectives specifically to:

- 1- Determine the effect of employee wellbeing on the level of employees' productivity.
- 2- Determine the influence of compensation on the level of employee's productivity.
- 3- Examine the effect of training and development on workers' productivity.
- 4- Determine the effect of work environment on employees' productivity.

1.5 Significance of the Study

This study investigates the relationship between employee motivation and employee productivity. This would help AACRA's management to formulate and implement viable solution that would enhance employee motivation in the workplace, and as the same time improve the company productivity in general. And it also gives an insight to managers on the importance of knowing their employees so as to ensure adequacy of motivational scheme in its human resource development strategy. Building and road construction companies will be beneficial in acquiring information regarding the effects of employee motivational factors on their productivity. This research is also of paramount importance because it would be an input for government agencies in making and implementing policies concerning productivity by seeking ways through adequate employees' motivational practices. In addition to the above benefit of the organization, this study will serve as an input for other research in related topics.

1.6 Scope of the Study

The scope of this study is geographical limited to Addis Ababa for the facts that AACRA, established for designing, building and maintaining roads of the city, is located in the capital city.

A number of organizational measures have been taken to rectify and promote employees' productivity but the overall motivational practices of the human resource department, in alignment with its strategic objectives, is the most important issues to be addressed. Since the study merely focuses on theories which state influence of employees' motivational practices on employees' productivity, other factors which affect the firm's productivity such as political interference, consultants' self-interest, court cases and the likes are intentionally excluded for the fact that they are the external factors on which AACRA hardly got a control. That means,

working on more of employee motivation which can easily be internally controlled) significantly enhances its employee productivity.

1.7 Limitations

The demanding schedule of respondents at work made it very difficult getting the respondents to participate in the survey. Besides, respondents' fear of job security and blacklisted by the managers and immediate supervisors hinder them not to retrieve what they exactly feel. On top of that, management staff might also hesitant to disclose their managerial and leadership limitations to outsiders. To mitigate, during the dissemination of the questionnaire, a thorough briefing was given to each respondents. Besides, high level and line managers were lobbied to participate and advocate the purpose of this study throughout the organization. On top of that, the COVID-19 debacles had adverse effect on the response rate but finally, due to unlimited effort of the student researcher, the required data were collected successfully.

1.8 Organization of the Study

This study is classified into five main chapters. The first chapter refers introduction of the study which includes the background, the problem statement, the research objectives, significance and scope of the study. The second chapter focuses on literature review. It contains relevant theories, conceptual and empirical discussions leading to identification of research gaps and the conceptual framework. The third chapter presents the research design, target population, sample size, data collection instruments and data analysis. The fourth chapter presents demographic characteristics, descriptive and inferential statistics analysis, findings and their interpretations. The last chapter consists summary of major findings, conclusions and recommendations of the research study.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

This chapter shall extensively examine literatures that are associated and significant to the subject of this study. The review covers the concepts, empirical, and theoretical explanations required to facilitate a complete examination and comprehension of the research. It provides an insight of other people's thoughts and opinions on the effects of motivation on employees and how it affects their productivity levels.

2.1 THEORETICAL REVIEW

The theoretical review frames the gap identified in the introduction part under the statement of the problem to address it in a scientific approach. It comprises the concepts, definitions, types and factors that affect motivation and employee productivity.

2.1.1 Definitions of Motivation

Motivation mean the way and manner in which an individual or group of individuals are inspired to behave in a desired manner with a view to receiving some positive rewards or to satisfy certain human needs (Bawa, 2017). To be motivated is to do something which is different; to be inspired to go beyond the call of duty. It can be referred as the characteristics of human psychology that contribute to a personal level of commitment towards a given objective (James, 2017). It comprises several elements that causes, directs, and sustains an individual's behavior in a specific way and it is amongst the factors that affect an organization's productivity level.

Aremu (2017) also suggested that motivation could be defined in relation to forces within employees that justifies the levels, directions, and resolution as regards efforts they expend in the workplace. George (2017) termed work motivation as "*self- induced forces that control the directions and behavioral patterns of the workforce in an organization taking into account their levels of commitment and enthusiasm towards the successful accomplishment of set goals*". It is an inner state that inspires actions as well as direct and channel behavior towards a goal. They also argued that motivation deals with the motives underlying behaviors. Further defined motivation simply as those elements that push an individual to act or not to act.

Brady (2018) described motivation as the individual's readiness to expend energy so as to accomplish set goals. He is of the opinion that motivation relates to a person's enthusiasm for

specific patterns or behaviors. Also he further stated that the ambitions, needs and wants of a person may influence, direct and control their attitude. Davies (2016) suggested that the concept of motivation entails what goes on inside a person that results certain behaviors. As regards organizations, he stresses that an absence of motivation is reason enough for a worker not to attain gratification from the work. Motivation can be stated as anything that moves an individual towards a specific goal (Koontz, 2018).

From the above definitions it can be deduced that the term motivation is applicable to the drive, yearnings, needs and wishes of a person implying that motivation as a whole, is more or less fundamentally concerned with those forces or elements that triggers certain human actions or behaviors. It can also be construed that creating a work place environment in which adequate motivation is sustained has a positive impact on employee performance. This is because employee motivation is the core of the field of an organization's behavior and a high level of motivation encourages staff to be highly productive and perform better at their jobs. This problem may be based on the fact that a firm productivity levels increase as the level of employee motivation rises.

2.1.2 Theories of Motivation

It is adequately documented in the literature that several thinkers from Adam Smith to Abraham Maslow and others have studied human behavior from different perspectives such as economic, psychological, behavioral, etc., to understand what motivate people to do the things they do. In the process, they developed several theories of motivation. This section presents a brief review of some of the theories. Broadly speaking the theories of motivation can be classified in to content theories and process theories. The former deals with what motivates and are concerned with identifying people's needs and their relative strengths, and the goals they pursue in order to satisfy these needs. The main content theories include Maslow's hierarchy needs; Herzberg's two factor theory and McClelland's achievement motivation theory. Process theories on the other hand, place emphasis on the actual process of motivation. These theories are concerned with the relationships among the dynamic variables which make up motivation and with how behavior is initiated, directed and sustained. Examples are expectancy-based models, equity theory, goal theory and attribution theory.

2.1.2.1 Abraham Maslow's Hierarchy of Needs Theory

In the book titled *Motivation and Personality*, Abraham Maslow a distinguished psychologist postulated the Hierarchy of Needs theory (Maslow, 1954). He Stated that human needs can be categorized into five groups and that these groups can be organized in a pecking order ranging from the most important to the least important. These comprised needs such as basic or physiological, safety, belongingness, esteem as well as self-actualization needs. He was of the opinion that an individual is primarily motivated to fulfill physiological needs first before considering others. This is because physiological needs otherwise known as basic needs are essential for an individual's survival. As such once these basic needs are fulfilled they are no longer perceived as primary motivational elements by the individual who now moves up the hierarchy seeking to fulfill safety needs. The process lingers pending when self-actualization needs are fulfilled. In a workplace, the logic to a certain extent is quite reasonable as workers who lack essential needs for continued existence such as food, air and water will barely be able to make any significant impact on productivity as such would put in little effort at work.

This theory focuses on the notion that individuals are driven by unfulfilled needs, and that the fulfillment of needs at the bottom end of the pyramid only leads to the pursuit for the fulfillment of those at the higher end (Maslow, 1954). This theory suggested that for an individual to behave in an unselfish manner, every need has to be fulfilled that is both deficiency and growth needs. Therefore, in as much as individuals are interested in satisfying their desires, they are advancing towards growth, which is self-actualization.

In the business setting, this implies that if workers are unable to satisfy their desires, there would be a loss of morale to work and perform excellently in the discharge of their jobs to the organization. Maslow believed that needs can't be fully satisfied citing that needs that are more or less achieved stops to be a motivator. Therefore, managers in a bid to improve productivity need to recognize the position of members of its workforce in relation to the hierarchy so as to be able to motivate them accordingly bearing in mind that motivational tools should be tailored to meeting their desires (Robbins, 2014). This theory presents businesses particularly in the area of management, an understanding of those elements that arouse or affect a worker's behavior and work performance levels within a corporation. The theory posited that individuals have diverse needs that are active at different times and that only unfulfilled needs can affect behavior (Bhatti,

2017). Thus, in order to adequately motivate employees at their place of work, managers are obligated to ascertain and understand the present needs of their workforce. Maslow's model specified basically that needs at the lower end, physiological and security requirements, must be fulfilled before the pursuit of those top level motivators such as esteem and self-fulfillment.

2.1.2.2 Frederick Herzberg Two-Factor Theory

Frederick Herzberg maintained that two completely distinct set of factors determine employee behavior in organizations. These include Hygiene factors and Motivators. Herzberg established that factors which appeared to ensure an employee's job satisfaction were connected to the job contents or the aspects of the job itself and he referred to them as motivators, meanwhile, factors which appeared to cause employees dissatisfaction were connected to the job context; and he referred to them as hygiene factors (Herzberg, 2000).

Hygiene factors are factors that will eliminate dissatisfaction when present; examples are company policy, basic needs, status, working environment, salary, supervision etc. while motivators are those factors that will result in demotivation and lack of interest in the job when not fulfilled and this could result in employees looking outside the organization for employment. Hygiene elements are described as upkeep elements considered important in evading dissatisfaction. On the other hand, these elements single-handedly do not ensure employee job fulfillment and high levels of motivation. These are factors not directly concerned with the job but concerned with the job context. These factors are termed hygiene factors because their presence ensures a reasonable level of satisfaction and their absence can cause dissatisfaction.

Hence, it is imperative that managers make available hygiene elements in order to minimize bases of employee dissatisfaction, however to it is much more important to ensure that motivators are present since these are the factors that motivate employees and eventually result in satisfaction. Motivators include job associated aspects including thought-provoking tasks, work achievements, acknowledgment and responsibility, chances for advancement and growth, recognition for achievement (Lumley, 2016). Motivated and contented workers are better positioned to be more committed as such productive than those who are merely not dissatisfied.

Motivators results from an internal disposition within workers. Herzberg (2000), stated that both hygiene and motivation methods should be applied concurrently. He cited that the absence of hygiene elements does not affect morale but causes dissatisfaction amongst workers. Likewise,

the presence of those elements does not necessarily affect motivation, but leads to satisfaction among workers. Higher levels of motivation will certainly boost the morale of workers while lower levels of motivation will significantly decrease the general level of motivation. This will however not cause total discontentment but instead a sense of non-fulfillment.

Despite criticisms levied at the Two-Factor theory, it remains very important to organizations. It implies that managers and their organizations must constant guarantee the adequacy of the hygiene factors to avoid dissatisfaction amongst members of the workforce. This is because employee dissatisfaction leads to loss of morale which in turn leads to a decrease in employee productivity levels. Also, managers must make sure that the kind of work or responsibilities assigned to employees is challenging, exciting and fulfilling so as to ensure workers are inspired to improve work related performance levels. This theory lays emphasis on job-enrichment so as to encourage workers to be highly productive. Finally, to ensure that employees are highly productive, managers must ensure that the kind of task being assigned to the workers should maximally utilize their abilities and experiences. Focusing on the motivational factors can improve productivity levels of both the employees and the organization as a whole.

2.1.2.3 Vroom's Expectancy Theory

The expectancy theory, as opposed to the need theory, is a process theory. It relates to the diversity existing in the workplace as regards the opinions, thoughts and concerns of workers including their attitude and behaviors towards the job. This theory specifically focuses on the personal evaluations of a workforce and their work place. It assesses the activities of workers based on their hopes and aspirations. It defines two major concerns; the first concern is that irrespective of various possible outcomes, workers are motivated to commit their efforts to an organization only if they are certain that the end result or outcome will realize a specific level of performance meaning, if the members of a workforce lack faith in their ability to perform at a particular level, the inspiration to perform the job effectively will be low or lost (George, 2017).

The other concern is that workers would only be encouraged to perform at a particular level, if their performance at this level would bring about preferred outcomes. Edwards (2014) linked the path-goal theory to the assumptions of the expectancy theory stating that workers have a tendency to perform effectively if they believe that they have the capability of fulfilling the assignment, achieving the expected outcome and that this expected outcome is of utmost value to them. The

theory implies that workers will only be willing to put their energy to work if the outcome of both concerns are positive. This means that the positivity of an outcome is assumed to be associated with a specific action, as such the willingness of a workforce to perform is largely dependent on how positively inclined they view the outcome (Lin, 2017). The theory outlines three key elements that determines a worker's level of motivation: valence, instrumentality, and expectancy. Vroom's theoretical model finds application in driving worker productivity via motivation. The board of an organization can relate positive valence of workers to higher performances, and make sure that the relationship is properly communicated to workers. Managers, in numerous ways including mental tests or counseling, can comprehend the sort of rewards workers find appealing which may be intrinsic rewards or extrinsic rewards, and can make appropriate changes in compensating them. To protect expectations, managers can ascertain the resources, kinds of training and level of supervision required. Also, managers need to make sure that the organization fulfills its promises concerning rewards and create that consciousness that the organization constantly fulfills its promises. This may call for a change in the organization's culture to improve communication and transparency.

2.1.3 Dimensions of Motivation

Motivation can either be intrinsic or extrinsic. In the workplace as well as other settings, it is often classified as being naturally extrinsic or intrinsic. Intrinsic motivation can be referred to as motivation derived from within the individual or from the activity itself, it can be said to have an affirmative outcome on the conduct, performance and well-being of an individual (Lin, 2017). In the workplace, it springs from impulses that are characteristic of the work itself. It is what workers derive because of their success in completing a task. Such Intrinsically motivated rewards comprise the chance to showcase expertise and abilities, receive gratitude, good recognition, freedom, responsibility and mutual respect. A worker that is inherently inspired, according to George (2017) would be devoted to his job for as long as he believes the job is able to satisfy his wants. Intrinsically driven work conduct are behaviors performed for one's own sake, that is, the inspiration to work emanates from within the individual. Although there are various forms of intrinsic motivation, this study focuses on an employee's wellbeing, employee's relationship with co-workers as well as their managers as factors that may influence an employee's productivity levels in an organization.

Extrinsic motivated behaviors, on the other hand, are those that are external to the activity or the work, such as compensation, conditions of work, welfares, safety, and elevation etc. these motivators are usually determined by the company the individual works for. Extrinsic behaviors require workers to work hard or put in extra hours so as to get the reward that comes with it. Workers may not like the task but are inspired by the additional benefits, awards etc. (George, 2017). It is a behavior that is put up to obtain substantial or social rewards and to evade chastisement. For instance, a receiver in a guesthouse is aware that working hard and diligently would bring about additional benefits and even promotion may not be happy putting in extra hours but the incentive forces him/her to work harder. an extrinsically inspired individual will be dedicated for as long as external rewards are available.

For example, good pay has been perceived over time to be an effective strategy businesses utilize to motivate their workforce to perform thereby improving organizational performance. Also, most employers of labor have understood the point that for businesses to contend well in a business setting, the performance of their workforce is very essential and crucial in influencing the result in terms of the success of the business. Hence, it can be presumed that the performance of a workforce is not only key to the progress, solidity and enlargement of the business alone but also for personal advancement of the workforce as a whole. Extrinsic motivation, derived from outside the person or from those things that are external to the work or activity itself, positively influences behavior, performance and productivity (Ryan, 2016).

2.1.3.1 Employee Well-being

The concept of employee's well-being in most organizations has become a thing of great interest in recent years. In today's world, the increasing reliance on overall market forces places a considerable load on salary earners and those of working age as regards delivery of goods and services. Consequently, this has adversely affected the health, safety and general wellbeing of the workforce. Therefore, the well-being of a workforce cannot be underestimated as workers also have similar needs be it physical or emotional. These needs may vary ranging from welfare, security, health and a sense that they are capable of coping with life. Employees now look to their organizations for assistance in achieving this because a significant amount of their time and lives are expended at work. Most business establishments around the globe understand the necessity for a healthy workforce as they are crucial in enhancing an organization's productivity levels and

fiscal performance. As such, most organizations take giant strides in a bid to improve the welfare of their workforces by implementing several health and productivity programs that is aimed at promoting the well-being of their workforce.

Finally, for health and well-being programs to be successful an organization must be able to relate effectively with their workforce and ensure that matters of great concern that may be termed personal to staff and their relations are catered for. Some of these matters may include their welfare packages, health-related behaviors, present and eventual monetary state of affairs as well as their experiences in the place of work (Bawa, 2005). It is imperative to note that the attitude of a workforce provides several clues on how to obtain the best returns on health and productivity investments. Vrancic, (2015) stated that there are proofs showing that the health and wellbeing of an organization's labor force is inseparably associated with their levels of productivity as well as the health of the nation's economy. As such employers of labor are also very much aware of the importance of wellbeing programs and are concerned with seeking out better ways to improve staff wellbeing through various health protection and career development incentives (Lin, 2017).

2.1.3.2 Work Environment

Most businesses limit the rate at which they enhance the productivity levels of their workforce to skill acquisition. The kind of work place or environs where a worker operates also affects the level at which such an organization may flourish. Akinyele (2016) suggested that about 80% of productivity concerns are as a result of the nature of a worker's environment in most organizations. A favorable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity. Businesses are prone to risks and uncertainties as such the capacity of an organization to react effectively to the challenges posed by present-day dynamic nature of economic conditions will, to a large extent, be determined by how well an organization can effectively and efficiently use the human capital at its disposal.

The capability of an organization's workforce to share information throughout the system is subject to the state of their work environment. Workers are likely to be more productive in a well-structured work environment (Bawa, 2005). Furthermore, the quality of comfort which varies in terms of the work environment also predicts the degree of contentment as well as productivity level of workforces. This is because the productivity levels of the workforce would not be

optimal, if the state of their work environments are not conducive. Better work environments augment worker's productivity, firm work environment as an entirety. That is, it encompasses all forces, activities including other significant elements that are presently or potentially challenging the worker's productivity and performance levels. It is the summation of the interrelationship existing between workers and the surroundings in which they operate (Brady, 2018).

However, in toxic environments, responsible and talented workers can be transformed into irrational and unreliable workers as a coping strategy (Kyko, 2015). He cited several elements that constitute a toxic work environment therefore causing a decrease in productivity of employees and the organization as a whole. These elements are lack of transparency in management, biased managers, administrative policies, work conditions, interpersonal affiliations and compensation. Managing and sustaining a work environment effectively demands making sure the surroundings are conducive, attractive, acceptable, resourceful, and motivating to the workforce thereby giving workers a sense of pride and purpose in the jobs they perform.

2.1.3.3 Compensation

Compensation refers to the amount of money and benefits that an employee receives from his organization in return for his or her contributions to the organization (Hamidi, 2014). This practically satisfies material, social and psychological needs of the individual. Compensation or pay is linked with general satisfaction and more closely linked with pay satisfaction. Employees receive different kinds of benefits in the form of wages, salaries and pay. Mostly individuals with good education, relevant skills and experience are unsatisfied with their job and salary packages resulting in high rates of turnover and low productivity. As such organizations make compensation plans for them in a bid to minimize the turnover and to motivate them. In other words, you can say that compensation motivates employee for better performance and higher productivity levels. Compensation may also come in the form of Fringe benefits which focuses on maintaining the quality in terms of lifestyle as workers, provide them with a certain level of safety and financial security taking into consideration their family relations. Some common examples are; retirement or pension plans, medical insurance, education reimbursement and time off. Fringe benefits are forms of indirect compensation provided for a worker or group of workers as a result of their status as members of the organization (Lin, 2017).

Also overtime is the payment over and above the normal salary and wage rates where the workers are paid extra for working additional hours (Hamidi, 2014). Furthermore, Company housing or house rent allowances is offered by organizations who feel obliged to help an individual meet one of the basic needs a roof over one's head in order to enable them have access to reasonable accommodation while on official duty. Senior employees are provided with accommodation which may be owned by the organization while other organizations reimburse rent payments. In order to avoid a decline in employee productivity levels, workers also require health and safety packages, job security and adequate working conditions. According to Koontz (2008), the cost of compensating workers that is in form of payments, wages, and other benefits - are a huge and increasing part of operational expenditures; yet, productivity may decrease amongst employees if such payments and benefits are not made available to them. Simply put employees are more industrious and productive when reasonable pay is attached to performance.

Although compensating workers may have an effect on productivity, other factors can also increase output with little or no costs to the organization. While pay can be seen as an example, workers also appreciate being validated if they are to be productive in the workplace. The need to feel that their jobs are of value and contributes significantly to the success of the organization is important to the workers. While adequately compensating them may help, validation does not necessarily have to be financial. This is because simply thanking them can also make an employee feel appreciated. As regards validation, workers may also be extremely productive when they can envision where they fit in the big picture. Workers want to be seen as an integral part of the organization as such strive to be indispensable. They want to have a grip on every aspect of operations, which could also be favorable to their hopes and aspirations as this may present them with the opportunity to showcase their capabilities and skills in other areas excluding their areas of specialization. They also need to know that they have a voice and that their managers are willing to give listening ears to their opinions as well as involve them in decision making processes (Lin, 2017).

2.1.3.4 Training and Career Development

In the aspect of management, training and career development is the area responsible for structural activities intended at enhancing the performance as well as productivity levels of members of the workforce in an organization. It can also be viewed as the act of acquiring

knowledge including the relevant skills and qualifications by members of a workforce necessary for organizational growth and success. For a worker or group of workers to effectively carry out their responsibilities, there is a need to constantly train and develop workers. This is vital because workers who have been adequately trained and developed with the right educational qualifications and skills are capable of providing huge payoffs for their companies evident in their loyalty to the organization, sound knowledge and understanding of operations, improved productivity levels and their contributions to overall stability and future success of the firm (Kyko, 2015).

The goal of engaging workers in training is to create the kind of effect that persists and can be sustained far beyond the period or duration of the training activity or program itself (Mathis, 2015). The emphasis is on taking precise actions, decisions, steps as well as commitments that focuses employee attention on integrating freshly acquired skills and concepts in the workplace. It refers to the organizations formal relentless effort and commitment in constantly improving the performance level as well as contentment of its workforce through various means of skill acquisition and educational programs (Bhatti (2017). Presently, these efforts in most companies have assumed an extensive and diverse form of applications ranging from trainings associated with specific highly skilled jobs to long term career growth. Today, training and career development has materialized as an official corporate function, a fundamental strategic tool used in enacting policies that aid in the achievement of an organization's vision, mission, goals and objectives (Brady, 2018).

The value of workers and the continuous upgrade of their skills and qualifications through training is now widely accepted and viewed as a requirement in gaining employment opportunities and guaranteeing the profitability and future success of most organizations and businesses alike while promoting the right kind of workplace culture that sustains constant learning. Training and career development aids businesses in attracting a pool of competent potential replacements for workers who may wish to leave or retire from active duty or be asked to assume a position with greater responsibilities. It also aids an organization in ensuring that it has the human capital required to sustain commercial growth and expansion. In addition, training can facilitate the utilization of progressive technologies even in smaller businesses thereby making it readily adaptable to a rapidly changing and constantly evolving competitive global environment. Training can also aid in boosting morale, effectiveness, efficiency, as well as

improve the level of a worker's productivity on the job. All of which are profitable, beneficial and is more likely than not to contribute significantly to an organization's fiscal strength and vitality.

Furthermore, most employers have found that educational and tuition aid assistance benefits are highly desired by employees. These programs have been found to aid employee retention and recruitment. The program normally covers part or all expenses related to formal educational courses as well as degree curriculums, including the expenses associated with books and laboratory supplies (Mathis, 2015). An organization can also minimize the rate of unwanted worker turnover cut costs associated with staffing and training by utilizing the funds planned for the development of fresh inexperienced workers in retaining skilled and more experienced workers. Workers can be motivated to increase their level of productivity when opportunities are provided for career advancement whether through formal education or skill acquisition programs. This creates an avenue to improve the skills and talents of the workforce while showing appreciation for their ambitions and the quality they bring to the firm. Thus, it is important to note that sometimes a well-tailored training program can mean as much to a worker as an increase in pay. Such benefits are considered to be practical since it gratifies the workers and leads to an increase in productivity, probably not expensive when compared to a possible increase in pay.

Finally, via adequate training workers are able to assess and benefit from those opportunities available for advancement in the hierarchy of the organization. This dimension is one that satisfies the psychological needs of the employee (Kyko, 2015). These are opportunities for individual growth, greater and advanced roles and responsibilities and higher societal status as well. Promotions, when perceived as fair is more likely to result in job satisfaction (Lin, 2017).

2.1.4 Concept of Employee Productivity

George (2017) stated that the manufacturing sector is an ever changing beast and every year, the industry is faced with fresh challenges. The author stated that virtually all media houses constantly report the closure of industrial units, labor disputes between employers and their employees or reductions in the labor force due to recession and other economic dynamics. As a result, the image of manufacturing industries has been marred by low wages, high labor turnover, inadequate working conditions, poor performance and productivity (Githinji, 2016).

Productivity can be referred to as the quantity of work that is attained in a unit of time by means of the factors of production. These factors include technology, capital, entrepreneurship, land and

labor. It is the link between inputs and outputs and increases when an increase in output occurs with a lesser than comparative increase in input. It also occurs when equal amount of output is generated using fewer inputs (ILO, 2017).

Bhatti (2017) was of the perspective that productivity can be seen as a measure of performance that encompasses both efficiency and effectiveness. It can also be referred to as the ratio of output or production capacity of the workers in an organization. It is the correlation that exists between the quantity of inputs and outputs from a clearly defined process. The performance of a business which determines its continued existence and development is largely dependent on the degree of productivity of its workers. He stated that the prosperity of a nation as well as social and economic welfare of its citizens is determined by the level of effectiveness and efficiency of its various sub components.

Productivity is a total measure of the efficiency or capacity to transform inputs that is raw materials into finished products or services. More precisely, productivity is a measure that indicates how well essential resources are used to accomplish specified objectives in terms of quantity and quality within a given time frame (Mathis, 2015). It is suitable when measuring the actual output produced compared to the input of resources, taking time into consideration. Hence, productivity ratios indicate the extent at which organizational resources are effectively and efficiently used to produce desired outputs. Efficiency takes into account the time and resources required to execute a given task. Therefore, it can be concluded that effectiveness and efficiency are significant predictors of productivity (Lumley, 2016).

Lumley (2016) also argued that the performance of workers contributes directly to an organization's level of effectiveness, efficiency and even towards the achievement of administrative goals. It also stated that a corporation's failure to certify that its workers are motivated has a negative influence on its organizational effectiveness and efficiency thereby affecting employee's productivity levels concerning expected goals and objectives. According to him a worker's level of productivity is reliant on the extent at which workers believe that certain motivational desires will be fulfilled stating that workers become demoralized as such less productive once they perceive that their desires can't be met or gratified.

Mathis (2015) suggested that productivity refers to a measure of the quantity and quality of work done, bearing in mind the cost of capital used. The greater the level of organizational

productivity, the greater the competitive edge. This is because the costs associated with the production of goods and services are lesser. Better productivity ratios do not automatically mean that more output is manufactured; it could also mean that less workers or less financial resources and time were utilized in producing the similar output. Productivity may be denoted in form of quality, quantity, time and cost. He also stated that evaluating productivity has to do with measuring the length of time it takes an average employee to produce a specified level of output. Although measuring productivity may seem difficult, it is however very significant since it directly affects organizational profitability.

Brady (2018) claimed that none of the resources utilized for production in the workplace are so thoroughly examined as the human capital. Most of the activities carried out in HR Systems are intended to influence workers for employee productivity and organizational productivity at large. Compensation, evaluation systems, training and development, recruitment, job characteristics are HR responsibilities directly aimed at productivity. Bernardin (2017) clearly stated that the importance of motivational factors cannot be underestimated by an organization in increasing the productivity levels of a workforce especially when trying to gain competitive advantage. He also stated that productivity may be hard to measure, but it can be evaluated in terms of effectiveness and efficiency of workers.

Effectiveness - In general, effectiveness is referred to as the degree to which set objectives are accomplished and policies achieve what they were designed to achieve (Binder, 2014). It focuses on affecting the purpose that is achieving the required or projected results. A program or service is said to be effective if such a program is able to accomplish set objectives or estimated outcomes. As regards workers, Bernardin (2017) states that it is a measure of how well workers' productivity levels meet set goals and objectives of the organization. Therefore, an employee is said to be effective when he/she is able to achieve desired results in line with organizational goals and objectives.

Efficiency - Efficiency on the other hand is productivity of estimated effects; specifically, productivity without any form of waste. This has to do with workers' abilities to work productively with minimum waste in terms of energy, time and cost (Binder, 2014). Efficiency is more or less a contrast between the use of inputs in a clearly defined process and generated outputs. For instance, given a specified number of input or resources, a decision making entity be

it individual, corporate, administrative institution, or a state realizes a level of output considered to be the maximum achievable based on the present conditions, then such an entity is assumed to be efficient. However, if it generates lesser than what it is estimated to generate it is said to be inefficient (Bradly. 2018). As such efficiency stems from the correlation between inputs and outputs, and is referred to basically as the degree to which outputs are produced while minimizing firm's costs.

2.1.5 Relationship Between Motivation and Productivity

Generally, studies conducted on the impact of motivation as it relates to workplace productivity has drawn significant attention in the aspect of management; however, it has been basically disregarded by most establishments. This may be due to the fact that the concept of motivation is complex and relative in the sense that what may appeal to an individual may not appeal to another (Bernardin, 2017). Generally, most organizations through the use of incentives seek out ways to motivate their work force. These incentives could be in form of good working conditions, work environment and compensation amongst others. Incentives are regarded as variable payments made to workers or a team of workers based on the quantity of output or results attained. On the other hand, it can be seen as payments made with the purpose of stimulating workers' performance and productivity levels towards achieving greater objectives (Brady, 2018).

Incentives can also be described as any compensation with the exception of basic wages or salaries that varies based on the capacity of the workforce to attain certain standards, such as pre-determined procedures and stated organizational goals and objectives (Mathis, 2015). Therefore, one can conclude that there is a link between motivation and productivity this is due to the fact that a lack of motivation leads to a decrease in productivity and vice versa. In terms of productivity, members of a workforce may vary in terms of how much value they bring to the organization, which is certainly not limited to the activities they perform but also how well they perform such activities; generally organizational performance is largely dependent on the level of productivity of the workers and various departments that make up the organization (ibid).

Therefore, it is imperative that organizations fairly reward their workforce based on relative productivity and performance levels. Finally, for workers to perform at higher levels, the organization has a crucial part to play in ensuring that it highly motivates the members of its

workforce in order to attract, retain, and improve productivity levels of both workers and the firm as a whole (Lumley, 2016).

2.1.6 Summary of The Theoretical Review

Despite the increasing effects of motivation on employee productivity, to the best knowledge of the student researcher, limited literatures regarding its effect on employee's productivity in developing countries and in Ethiopia in particular was found (George, 2017). Referring the existing articles, it's understood that very little information was provided on intrinsic motivational factors such as relationship with other colleagues (co-workers and managers) as it relates to productivity while excess information was provided with regards to extrinsic motivational factors. Besides, it was observed that very few examinations have been conducted in the aspect of workforce motivation with respect to construction industries. This study while validating some empirical works may bridge the gap between existing literatures by providing evidence on the effect of workplace motivation on employee productivity in construction industries.

Although the concept of motivation is extensively recognized as an important tool in attaining high employee and organizational productivity levels, it is however very complex, relative and unique to members of a workforce. This is to say that what motivates or appeals to one individual may in no way appeal to another because people differ in terms of wants and needs. Therefore, it is imperative for organizations, employers and their managers to display positive disposition in applying the concept of motivation in order to elicit reciprocal positive gestures, behaviors and high levels of performance and productivity from the members of its workforce.

Employee productivity could be enhanced through motivational factors be it intrinsic or extrinsic in nature but the right mix of both factors is essential as no one factor should be underestimated or should one gain preference over the other. Intrinsic motivational factors are in every way as important as extrinsic motivational factors as such managers must strive to continually deliver a unique mix of value to ensure that the members of its workforce are and stay highly motivated. This is because as motivation increases chances are that productivity will also increase. Therefore, an employee's welfare in terms of well-being, compensation, relationships with other staffs, training and development and also work environment should not be taken for granted as far as productivity is concerned. Managers should seek to ensure that staff are extrinsically well motivated with a view to ensuring they remain intrinsically attached to their jobs. It is thus

necessary for firms to understand that employees are also as important as its customer base and are an asset to the survival of any given business enterprise.

Also, it is imperative to understand that the theories being discussed in this research that is Maslow's hierarchy of needs theory, Herzberg's two-factor theory and Vroom's expectancy theory may have been validated in some literatures and also have been extensively criticized in others for various reasons. However, they are still applicable in the present more complicated and diverse work environment. Although a most empirical works has for one reason or the other invalidated these theories, they should not be dismissed but rather should be viewed as a simple model that has successfully made a substantial addition to the field of motivation and has broadened our knowledge of a worker's approach towards the job. Also it has provided or laid the groundwork for potential researchers who may wish to continually form new and better principles of job satisfaction and workforce motivation.

Finally, this review of empirical studies will be concluded with the position of (Koontz, 2018), which suggests that motivation both intrinsic and extrinsic have a significant effect on workers' productivity as such vital to the growth, stability, development and success of any organization.

2.2 EMPIRICAL LITERATURE

Various studies have examined the effect of extrinsic and intrinsic motivation on a workers' performance and productivity levels. Also some of these studies have obtained different results from their analysis. For instance, Rewards that an individual receives be it intrinsic or extrinsic are very essential in understanding the concept of motivation (Lin, 2017). Previous studies have proposed that rewards leads to fulfillment and can affect a worker' to be affected, which directly influences the performance as well as productivity levels of the employee.

Brady (2018) stated that certain elements affect worker's productivity levels in relation to their jobs. First, productivity is dependent on the amount of monetary or non-monetary benefits they actually receive as opposed to the amount they feel they deserve. Also, evaluating what other workers receive in comparison to their own affects their individual performances, while the worker's contentment with both intrinsic and extrinsic rewards acquired has an effect on overall work performance and productivity levels. Finally, it is observed that extrinsic rewards tend to please workers more than intrinsic because they lead to the achievement of other rewards. As such, these observations propose the necessity for a diverse reward system.

The research carried out by Lin (2017) on the assessment of intrinsic and extrinsic motivation on employee productivity, the findings revealed that there was a significant correlation between extrinsic motivation and the productivity level of the workers, while that of intrinsic motivation was statistically less significant than extrinsic even though a correlation also existed between intrinsic factors and workers' productivity levels. As a result, implications of the findings for future study were stated. Mathis (2015) in the study; motivation and workplace productivity amongst workers basically assumed the similar methods as (Herzberg, 2000). However, more value was placed on extrinsic factors than intrinsic. As a result, they concluded that organizations that fulfill both intrinsic and extrinsic elements influencing employees' behavior are able to gain the best out of them.

Also Glen (2014) investigated the effect of financial incentives and its removal on workers' performance and productivity; it revealed that participants in the experimental group who received personal inducements performed better than those in the control group. Bhatti (2017) also examined the role of extrinsic and intrinsic motivation on productivity among Nigerian workers, it showed that using a sample of employees of high and low professional levels. This explicitly illustrates the degree of value workers place on extrinsic motivational elements even in the absence of any significant change in motivational levels across various classes of employees.

(Bawa, 2017) perceived that poor compensation is linked to the profitability of an organization. Wage differences amongst high and low salary recipients was linked to the loss of morale, lack of commitment and low productivity. Also Robbins (2014) attributed the decline in productivity levels of employees on some elements, amongst them is a company's failure to cater for the well-being of their staff, provide adequate compensation, training and career development, adequate working conditions, suitable working environment and failure to promote cordial relationships amongst co-workers, managers and their organizations which is very demoralizing to the workforce leading to reduced their levels of productivity.

The above are practical works undertaken by various scholars in the area of motivation and productivity. Based on these empirical examinations and conclusions, one may possibly deduce that both intrinsic and extrinsic motivational factors are very essential in improving workers' productivity levels in the workplace. As such an individual's performance levels, can be expected to result in higher productivity if the right motivational tools are put in place. However, the

question is “to what extent can motivation be it extrinsic or intrinsic induce productivity levels taking into deliberation the arguments for and arguments against the fact that motivation as a concept is complex and relative to individuals which requires further in-depth investigation.

2.3 CONCEPTUAL FRAMEWORK

This assessment intended to evaluate the employee motivation practices of AACRA on the permanent employee productivity in Addis Ababa. In essence, the study profiles employee motivational practices influence their productivity and which attribute has the highest effect. For employees to perform at higher levels, the organization has a crucial part to play in ensuring that it highly motivates the members of its workforce. This can be addressed either motivating them through both intrinsically (wellbeing) and extrinsically (compensation, training & development and work environment) (Lin, 2017). The former comprises employee wellbeing while the latter includes compensation, and work environment training & development attributes. The provision of well-designed and competent compensation, proper training, continuous career development and creating conducive work environment improves improve productivity levels of both workers and the organization as a whole (Robbins, 2014). This is because employee motivation is the core of an organization’s behavior and a high level of motivation encourages employees to be highly productive and perform better at their jobs. Creating such an environment still poses a challenge but proofed staff productivity levels increase as the level of employee motivation rises. This study, thus, took the aforementioned intrinsic and extrinsic variables as a measure of employee productivity for the fact that they are the major human resource practices in AACRA.

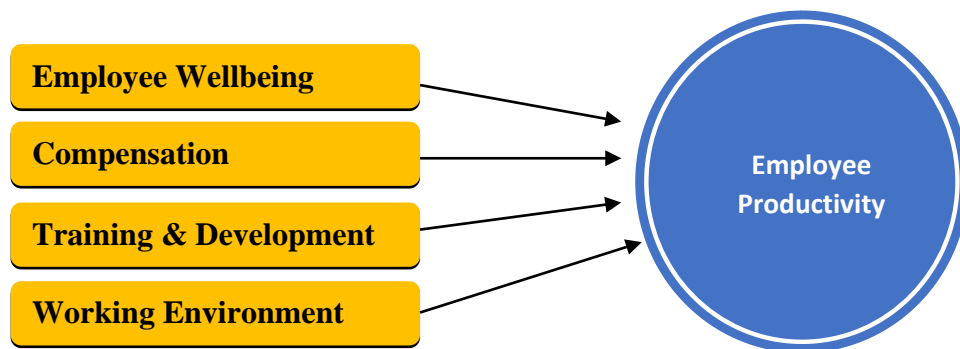


Figure 2.1 - Conceptual Framework of the Study (Source: Lin, 2017; Robbins, 2014)

CHAPTER THREE

METHODOLOGY

The research methodology comprises of topics related to how the research is carried out with respect to research design and methodological grounds. It commences laying out the research design and approach following sampling technique, tools and procedures to be used to collect the data, along with methods of analysis. The reliability and validity of the research and ethical considerations are also addressed in this chapter.

3.1 Research Design

Based on purpose, research is classified into three main categories such as descriptive, exploratory and explanatory researches. The goal of exploratory research is to discover ideas and in-sights; descriptive research is usually concerned with describing a population with respect to important variables; and explanatory research is used to establish cause-and-effect relationships between variables. It is a causal analysis concerned with the study of how one or more variables affect changes in another variable. It is thus a study of functional relationships existing between two or more variables (Creswell, 2009). Explanatory research design was applied in this study as it is appropriate to realize the objectives of this study through addressing the aforementioned research questions on introduction part. Both descriptive and inferential statistics were used to describe the demographic profiles of the respondents and study variables based on their responses; and infer prediction from causal relation of dependent and independent variables.

3.2 Research Approach

There are two basic research approaches, quantitative and qualitative approach. The former involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. While qualitative approach is concerned with subjective assessment of attitudes, opinions and behavior. Research in such a situation is a function of researcher's insights and impressions. Such a design to research generates results either in non-quantitative form or in the form which are not subjected to rigorous quantitative analysis (Creswell, 2009). This study, thus, followed quantitative approaches for the reasons that quantitative data would be used to examine the relationship between employee motivation variables and employee productivity.

3.3 Population

Referring AACRA's human resource management database, the organization has currently a total of 6,602 employees of which 1,764 are permanent. Management level staffs counts for 143 and the rest belongs to non-management or operational level employees. Since the human resource guideline of the organization mainly entitles permanent employees to be a beneficiary, the motivational practices are supposed to affect their performances directly. Thus, only active permanent staff, a total of 1,731 are considered but the rest 33 employees those who are on sick-leave, outstation assignment, or under suspension were excluded for their inaccessibility and the possibility of biased responses.

3.4 Sampling Technique

There are two sampling techniques to select the targeted respondents from the sampling frame. These are probability or non-probability sampling methods (Creswell, 2009). The former refers random (equal chance) selection whereas the latter is subjective and depends on the judgment or the justification of the researcher. Stratified random sampling is one of the probability sampling technique that helps select the targets or strata based on lottery method or through random number tables. This study applied it for the fact that targeted population is categorized in to management and non-management staffs. Besides, managements' benefit packages and other incentives are substantially different from non-managements, then respondents were selected proportionately from each stratum by lottery method. Employing stratified random sampling method is, thus, appropriate to generalize the results of the findings to the entire population.

3.5 Sample Size

Sampling is the process of selecting a number of study units from a defined study population (Zikmand, 2010). It is economical to take representative sample for the intended investigation when conducting census is unrealistic. Since the number of the population is known, simplified formula for proportion sample size is determined by the following formula as it stated by Yamane (1967). Therefore, the formula to determine the sample size is:

$$n = \frac{N}{1 + N(e^2)} = \frac{1,731}{1 + (1,731 * 0.05^2)} = 325$$

Where: N -Designates total number of employee; e - Designates maximum variability or margin of error 5% (0.05); and n- Designates computed sample size.

Table - 1 Strata of Study Population

Stratum	Population	Proportion	Sample Proportion	Total
Management	139	8%	0.08*325	26
Non-Management	1,592	92%	0.92*326	299
Total	1,731	100%	1.0*326	325

(Source: AACRA, 2019)

3.6 Sources of Data

There are two sources of data, primary and secondary, which can be used for research analysis. In this case, only primary sources are preferred to use for having advantages of getting fresh and detailed first hand data along with their relevancy for specific study. Thus, primary data were collected from employees of AACRA accordingly.

3.7 Data Collection Instrument

Questionnaire as a survey instrument was used for collecting the primary data. As suggested by (Creswell, 2009), administering questionnaire allows the researcher to collect data with low cost even when the universe is large and is widely spread geographically, it is free from the bias of the interviewer; answers are in respondents' own words, respondents have adequate time to give well thought out answers. Respondents who are not easily approachable can also be reached conveniently and large samples can be made use of and thus the results can be made more dependable and reliable. It has three sections. The first section covered the demographic profile of the participants. The second section is structured on a 5-point Likert scale (1- Strongly disagreed, 2- Disagreed, 3- Neutral, 4- Agreed and 5- Strongly agreed) to show their degree of agreement to the sentences about the constructs under study (employee motivation and employee productivity). It is adopted from a previous study (Lin, 2017; Robbins, 2014) about the same construct under study and modified to the construction industry without modifying the basic concepts.

3.8 Data Collection Procedure

The research was conducted in person for the fulfillment of academic requirement. A total of 30 questionnaires were distributed to other road construction company in Addis Ababa to pretest the validity and reliability of the scaling instrument. Pretesting allowed us to eliminate possible

interpretation problems, ensure that respondents understand and follow instructions correctly. According to recommendations of Saunders (2012), asked respondents how long the questionnaire took to complete, whether there were any major topic omissions as well as whether the layout was clear and attractive. After pretesting and evaluating the accuracy and consistency of the responses, edited the questionnaire according to feedback from the respondents. Then once confirmed their validity and reliability, the questionnaire was distributed to the targeted respondents in AACRA as per the randomly selected name list. Respondents filled the questionnaires accordingly after having their full consent and briefed the purpose of the study clearly. A sum of 325 responses was expected from the permanent employees. offices.

3.9 Validity and Reliability Test

3.9.1 Validity

Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested, (Creswell, 2009). In other words, Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. In order to ensure the quality of the research design content and construct validity of the research were checked. According to him, Content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study.

A measure is said to possess construct validity to the degree that it confirms to predicted correlations with other theoretical propositions. Construct validity is the degree to which scores on a test can be accounted for by the explanatory constructs of a sound theory. For determining construct validity, a set of other propositions was associated with the results received from using measurement instrument. If measurements on our devised scale correlate in a predicted way with these other propositions, it can be concluded that there is some construct validity. Therefore, in order to test the construct validity, correlation coefficient for the independent and dependent variables were calculated. Since the independent variables are positively related with the dependent variable, the independent variables (employee motivation) therefore can be considered as a good measure of the construct (employee productivity). Content and face validity was used in determining the validity of the research. Content validity is the extent to which a measuring instrument provides suitable coverage for current study that is research items measure the variables of the study while face validity is face to face check. To affirm the validity of the

measurement scale, the questionnaire was subjected to peers' evaluation such as thesis advisor, University professors and human resource managers of construction companies and amended according to their constructive comments and suggestions.

3.9.2 Reliability

To evaluate the research instruments, reliability is one of the major criteria. Reliability estimates the consistency of the measurement or simply, the degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects (John, 2013). Reliability is essentially about consistency. That is, if something is measured many times and the result is always the same, then we can say that our measurement instrument is reliable. If a study involves observations or ratings by judges, some effort must be undertaken to assure consistency of measurement across raters or judges (Zikmund, 2010). In this research Cronbach's alpha was used to test the reliability of the measures. Cronbach's alpha is an index of reliability associated with the variation accounted for by the true score of the underlying construct.

For this study Cronbach's alpha was used to assess the internal consistency of variables in the research instrument. Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of the scale; it represented as a number between 0 and 1. According to Zikmund (2010) scales with coefficient alpha between 0.6 and 0.7 indicate fair reliability. Thus, for this study, a Cronbach's alpha score of .70 or higher is considered adequate to determine reliability. But if the result of the Cronbach's alpha for this study's instrument is found to be below 0.7, the questions with alpha values below the threshold would be removed. The results of the pretest are depicted on chapter four, the analysis and interpretation part.

3.10 Data Analysis Techniques and Presentations

Both descriptive and inferential statistics were used to analyze the quantitative data gained through structured questionnaire. All the variables were coded and entered into the SPSS to analyze data obtained through questionnaires. Descriptive statistics is used to describe the usefulness of the data set and examine relationships between variables. In order to describe the data, preliminary descriptive statistics such as frequency, percentages, mean scores and standard deviation were computed. To view the internal consistency of the scale items, Cronbach coefficients (alpha) was computed. Multiple regression analysis was performed using the four selected employee motivation dimensions as independent variable and employee productivity as

dependent variable. The basic aim was to see the extent to which the employee productivity was affected by the motivation dimensions in terms of coefficient of determination (R^2 value), the regression coefficient (Beta coefficient) and the P-values for the significance of each relationship. Correlation coefficients were used to quantitatively describe the strength of the association between the variables. According to Hair (2016) the Pearson correlation coefficient measures the degree of linear association between two variables. It varies between -1.00 to +1.00, with 0 representing absolutely no association between the two variables.

3.11 Ethical Considerations

After taking the ethical principles into considerations and fully living up to the requirements this study can be classified as ethical for the fact that it gave due consideration for respondent's consent, information confidentiality, plagiarism and misleading information to the target respondents. Ethical principle to consider was also the lack of informed consent. The respondents were inquired their consents to participate to the survey and briefed the purpose clearly and properly. Thus, the targeted participants got received as much information needed to make a decision whether to participate or not. To keep its confidentiality of the data given by respondents, they weren't insisted to write their name and assured that their responses were treated in strict confidentiality. The purpose of the study was disclosed in the introduction of the questionnaire. Besides, there were descriptive questions about the respondent's' demographic profile but this information was not enough to identify the person.

Regarding invasion of privacy, inclusion of others' intellectual properties was tried to cited properly and avoided any plagiarism much as possible. Moreover, the respondent might find some questions too private and do not wish to make the answer public. In this study the respondent had the opportunity to skip a question if judged sensitive. Furthermore, the researcher has tried to avoid misleading or deceptive statements in the questionnaire. Lastly, the questionnaires were distributed only to voluntary participants. To be accountable, the survey contained information about the research and contact details for further inquiries.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter presents the results of the data analyses and their interpretations. The analyses were summarized under descriptive and inferential analysis. The descriptive statistics describes the demographic profile of respondents, analysis of responses in each attributes. Whereas the inferential statistics includes scale reliability test, correlation and multiple regression analysis.

The results provide detailed analysis of the data collected through self-administered questionnaire which has two parts. The first part is the personal information of the respondents such as sex, age, education, service year, position and department. The second section contains the attributes of the study variables such as employee motivation dimensions and employee productivity.

After distributing 326 questionnaires for permanent employees of AACRA, a total of 314 questionnaires were filled and returned, which accounted for 96.3% of the total distributed questionnaires. However, after having screened the collected questionnaires for missing data and other discrepancy, it was found 302 valid and usable questionnaires for statistical analysis. Then, collected responses were encoded in to SPSS 20.0 and went through coding as well as error correction to make them suitable for proposed technique of data analysis. Once the preparation was completed, carried out the required analysis and the results are presented as below.

Missing data frequently occurs in a situation in which a respondent cannot respond to one or more questions of a survey (Hair, 1998). According to him, mean substitution is a widely used method for replacing missing data, whereby missing values for a variable are replaced with the mean value based on all valid responses. In this case, above one percent (1%) missing value on a single item, was considered as incomplete and the response was rejected from further analysis. Because of low percentages of missing values considered, the primary procedure used in this study was to replace missing values with mean substitution.

4.1 Descriptive Statistics

The descriptive analysis comprises two parts. The first part is description of some basic demographic details of the respondents involved in the study, while the second part captured items on employee motivation attributes such as employee wellbeing, compensation, training & development and working environment.

4.1.1 Demographic Profiles

The descriptive statistics provides information about the sample respondents under study.

Table 4.1 Summary of Demographic Profile

Item	Characteristics	Category	Frequency	Percent (%)
1	Sex	Male	167	55.3%
		Female	135	44.7%
		Total	302	100.0%
2	Age	18 – 25 years	51	16.9%
		26 – 34 years	113	37.4%
		35 – 43 years	107	35.4%
		44 – 52 years	15	5.0%
		53 – 60 years	16	5.3%
		Total	302	100.0%
3	Education	High School	9	3.0%
		Diploma	27	8.9%
		Degree	251	83.1%
		Masters	15	5.0%
		Total	302	100.0%
4	Department	Finance	11	3.6%
		Human Resource	9	3.0%
		Engineering	212	70.2%
		Purchase and Supply	7	2.3%
		Others	63	20.9%
		Total	302	100.0%
5	Position	Operational	254	84.1%
		Supervisor	25	8.3%
		Directorate Director	6	2.0%
		Project Manager	5	1.7%
		Executive Officer	1	0.3%
		Team Leader	11	3.6%
		Total	302	100.0%
6	Service Year	1 – 5 years	103	34.1%
		6 - 10 Years	111	36.8%
		Above 10 Years	88	29.1%
		Total	302	100.0%

[Source: Own Survey, 2020]

As depicted in Table 4.1, item-1, majority of the respondents accounted for 167 (55.3%) and the remaining 135 (44.7%) counts to female respondents. The proportion of female participants is almost similar with male respondents.

Similarly, in the same table, item-2 shows that 113 (37.4%) was found to be within the age range of 26 – 34 years followed by 107(35.4%) within 35 – 43 years. On the other hand, 51(16.9%) was found within the age range between 18 – 25 years but the rests 15(5.0%) and 16(5.3%) of the respondents were elders within 44 – 52 years and 53 – 60 years respectively. The permanent employees were adults below 45 years-old which implies that the company had more productive workforce. Staffs who have served the company longer period were relatively lower in number and having proportional staffs with longer service years are believed to be more vital for experience sharing, knowledge and skill transformation which in turn have a huge impact on employee productivity.

Their educational background, item-3, reflected majority 251 (83.1%) of the respondents were first degree holders followed by 27(8.9%) diploma from Technic and vocational Education Training - TVET. The rest were master's degree 15(5.0%) while 9(3.0%) high school certified. It seems that company preferred educated recruits during selection and hiring process. Its could be taken as managements' accreditation of education for employee productivity.

Their divisional enrollment, same table, item – 4, revealed that 212(70.2%) were under engineering directorate followed by 63(20.9%) from other supportive departments. The rest directorates constituted 11(3.6%) Finance, 9(3.0%) Human resource and 7(2.3%) procurement & Supply. Majority of the staff were engaged in engineering holds true for the fact that many of the tasks performed in ACCRA are project based like city roads, bridges, pavements, drainage, etc.

Similarly, referring item – 5, Operational level staff took the highest share with 254(84.1%) followed by 25(8.3%) supervisory level and 11(3.6%) team leaders. But, directorate director, project manager managers and executive officer held 6(2.0%), 5(1.7%) and 1(0.3%) respectively.

Regarding their service years in the organization, item – 5 on same table revealed that 111(36.8%) have served the company from 6 – 10 years while 103(34.1%) for 1 – 5 years but 88(29.1%) only served for more than 10 years. It shows that AACRA has more of low service year staff which reconciles with the findings of age groups that was dominated by young population. Even though hiring and developing young energetic work forces promotes employee productivity, it might be

costlier until they get the required skill and experience. Thus, the concerned managements should exert more effort on retaining senior staffs as well.

In general, it can be concluded that the overall demography of the respondents was characterized by fair gender distribution, educated young adults working at operational level with relatively lower service year in the organization.

4.1.2 Description of Motivation and Employee Productivity

The study variables constitute employee motivational factors (independent) and employee productivity (dependent). To attain the objectives, a total of 20 questions were grouped into the four dimensions of employee motivational factors such as employee wellbeing, compensation, training & development and work environment. For employee productivity variable, 5 questions were designed based on the respondents' perception (Lin, 2017). Thus, a total of 25 questions were entertained to carry out the analysis.

To compare the respondents' perception towards the variables, descriptive statistics of mean and standard deviation are used. The mean indicates to what extent the sample group averagely agrees or disagrees with the different statements. As designed by Best (1977), the scale is set in such a way that respondents strongly disagreed if the mean scored value is in the range of 1.00 – 1.80; disagreed within 1.81 – 2.61; neither agreed nor disagreed within 2.62 - 3.41; agreed if it is in the range of 3.4 – 4.21; while strongly agreed when it falls within 4.22 – 5.00. In addition, standard deviation shows the variability of an observed response.

4.1.2.1 Employee Wellbeing

Employee well-being encompasses physical, psychological and mental states of employees along with socialization and sense of belongingness at their work place (Lu, 2013). Healthy workforce is believed to be crucial in enhancing an employee productivity levels and fiscal performance.

In these regards, Table 4.2 shows that majority of the respondents were believed that they felt secured as the working condition is stable (mean 3.99) and socially connected with colleagues (mean, 3.79) even though stressed with work pressure due to lack of adequate leave period (mean, 2.66). Whereas, neither they agreed nor disagreed on the company provides the required personal safety equipment (mean, 3.49) and concerned for its employees' wellbeing (mean, 3.32). The overall perception of employees towards AACRA's concern regarding its employees wellbeing was found to be slightly satisfactory (grand mean 3.45) which implies that employees had substantial

doubts on managements' due consideration to their employees in terms of personal safety and adequate leave.

Table 4.2 Employee Wellbeing Attribute

Employee Wellbeing	N	Mean	Std.
My present working condition in AACRA is stable	302	3.99	.710
The required personal safety equipment are sufficiently provided to staff	302	3.49	.681
I do feel socially connected with colleagues	302	3.79	.801
I am stressed with work pressure as it provides me with adequate leave	302	2.66	.681
Overall AACRA is considerably concerned for its employees' wellbeing	302	3.32	.761
Average	302	3.45	.360
Valid N	302		

(Source: Own Survey, 2020)

4.1.2.2 Compensation

Employees receive different kinds of financial benefits in the form of wages, salaries and pay. However, employees with good education achievement, relevant skills and experience are mostly unhappy with their job and salary packages which results in high rates of low productivity and turnover. So, firms make set compensation plans a bid to motivate them and mitigate the turnover (Matthias and Jackson, 2003). Based on this facts, the respondents reacted on the compensation practices of AACRA as follow, Table 4.3.

Table 4.3 Compensation Attribute

Compensation	N	Mean	Std. Dev
The compensation is relatively attractive than similar public organization	302	4.17	.495
Due to poor organizational structure, benefit packages are not fairly distributed to different professional positions	302	4.04	.380
Incentives are discriminated even at same job/ salary scale	302	3.68	.714
Salary scales are compatible with position/ work load	302	3.64	.687
Overall the compensation/ benefit package in AACRA helps me improve my performance	302	3.31	.766
Average Compensation	302	3.77	.307
Valid N	302		

(Source: Own Survey, 2020)

Majority of the respondents strongly believed that compensation/salary scales are relatively attractive than similar public organizations (mean, 4.17) and the benefit packages are not fairly distributed to different professional positions/ scale levels (mean, 4.04) due to poor organizational salary structure. Meanwhile, they also agreed that incentives are even discriminated at same job/ salary scale (mean, 3.68) and slightly agreed the salary is compatible with their position or work load (3.64). The overall benefit packages offered by the concerned managements help them improve their performances (grand mean, 3.77) which justifies that the employees perceived the overall compensation practice of the organization was fair enough but more managerial efforts are required to amend the organizational salary scale structure so as to mitigate discrimination among staff. Compensating workers in form of fair and reasonable payments, wages, and other benefits based on their performance motivate employees to be more industrious and productive.

4.1.2.3 Training & Career Development

Training and development is vital for employees' productivity of a given organization because employees who have been adequately trained and developed with the right educational qualifications and skills are capable of providing huge payoffs for their companies (Mathis, 2003). Their loyalty to the organization, sound knowledge and understanding of operation, improved productivity level and contribution to overall success of the firm are also evident.

Table 4.4 Training and Career Development Attribute

Training and Development	N	Mean	Std.
Supervisors support employees to demonstrate what they learnt to their jobs	302	3.38	0.789
AACRA sponsors skill acquisition programs based on need assessment	302	2.48	0.884
Managements link training & development with its business strategy	302	3.84	0.554
Employees who use their skills are given preference for new assignments	302	2.45	0.813
Overall Training & development policy of AACRA promotes productivity if implemented properly	302	3.74	0.628
Average Training and Development	302	3.18	0.442
Valid N	302		

(Source: Own Survey, 2020)

Based on these facts, the findings on Table 4.4 revealed that majority of the respondents agreed that concerned managements linked training and development practices with organization business strategy (mean 3.84) and the overall training and development policy of AACRA

promoted productivity if implemented properly or as planned (mean 3.74). On the other hand, they expressed their indifferences (neither agreed or disagreed) on the idea that supervisors supported their immediate subordinates to demonstrate practically what they learnt (mean 3.38). Whereas, they disagreed against the idea which stated the company sponsored skill acquisition programs based on need assessment (mean, 2.48) and employees who use their skills are given preference for new assignments or delegations for higher positions (mean, 2.45).

The grand mean (3.29) implied that the overall training and development practices of the organization was believed to be below expectation of the employees for the fact that majority of the respondent preferred to take neutral stand in these regards. Thus, it can be concluded that staffs have certain doubts on the proper implementation of human resource policies in line with the organizational objectives regarding training and development. Even if the authority formulated and implemented workable policies, there is still a gap between the planner or strategic managements and the tactical and operational level managers to communicate the strategic plan clearly and match the available human resource through provision of the required training and career development to achieve the desired organizational goals accordingly.

4.1.2.4 Work Environment

A favorable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity (Akinyele, 2007). In this regard, Table 4.5 shows that majority

Table 4.5 Work Environment Attribute

Work Environment	N	Mean	Std.
AACRA exerts effort to create conducive work environment to its staff	302	3.99	.710
I do exercise my decision making power in full to discharge my duties	302	3.70	.827
AACRA provides all the required working place's safety equipment	302	3.35	.776
Working places in AACRA are spacious to work comfortably	302	3.63	.844
The work environment is comfortable to promote productivity	302	3.78	.575
Average Work Environment	302	3.69	.480
Valid N (list wise)	302		

(Source: Own Survey, 2020)

of the respondents agreed that AACRA exerts effort to create conducive working environment to its employees (mean 3.99) and exercised their decision making power in full to discharge duties (mean 3.70), the workplace is spacious to work comfortably (3.63) which is believed to promote productivity (mean 3.78). To the contrary, neither they agreed nor disagreed against provision of all the required working places' safety equipment (mean 2.71). The overall perception towards the work environment attributes was found to be nearly neutral (or slightly positive) which implies that the organization gave less due attention for workplace safety and conduciveness of the working environment which requires more efforts to be exerted to enhance productivity.

4.1.2.5 Summary of Employee Motivation

The descriptive analysis is summarized to address the first specific objective which was intended for assessing the existing employee motivation scheme practiced by the human resource managements in AACRA.

Table 4.6 Summary of Descriptive Analysis

	N	Mean	Std. Deviation
Wellbeing	302	3.45	.360
Compensation	302	3.77	.307
Training & Development	302	3.18	.442
Environment	302	3.69	.445
Overall Motivation	302	3.52	.216
Valid N	302		

(Source: Own Survey, 2020)

The four major practices were found to be employee wellbeing, Compensation, Training & Development and working environment. Based on the analysis, the overall Compensation (grand mean, 3.45) practices and Work environment (grand mean, 3.69) in ACCRA were satisfactory. Whereas, Employee Wellbeing (grand mean, 3.45) was found slightly satisfactory but majority of the respondents were indifferent regarding Training and Development practice (grand mean, 3.18). It can be concluded that the permanent employees in AACRA had slightly positive perception towards the overall motivational practices carried out in the organization. It has an implication that the concerned human resource managements have a lot to be done on both financial and non-financial incentives to motivate their staffs results in enhancing the overall productivity of the company.

4.1.2.6 Employee Productivity

The performance of workers contributes directly to an organization’s level of effectiveness, efficiency and the achievement of administrative goals at large (Jennifer, 2006). Employees’ level of productivity is reliant on the extent at which workers believe certain motivational desires should be fulfilled.

Table 4.7 Employee Productivity Attribute

Employee Productivity	N	Mean	Std.
Since ACCRA is concerned for wellbeing, I am energetic to do my job more	302	3.78	.845
The benefit package in AACRA motivates me to do more every year	302	4.17	.495
I believe that training & development scheme in AACRA improves my performance	302	3.38	.789
My performance is increased due to safe work environment in AACRA	302	3.99	.710
My overall productivity improved since I joined AACRA	302	3.32	.768
Average Employee Productivity	302	3.73	.357
Valid N	302		

(Source: Own Survey, 2020)

Based on this assumption, the findings on Table 4.7 revealed that majority of the respondents strongly believed (mean 4.17) that the benefit packages motivated them to do more work than previous years. They also agreed that safe working environment of the company (mean 3.99) improved their performance quality and also the managements’ concern to employees’ wellbeing made them energetic (mean, 3.78). However, they had still doubts on training and development scheme improves their performances (mean 3.38) and their performance enhanced since they have joined the company (mean 3.32). The findings revealed that the overall employee productivity was perceived positively (mean 3.73) which implies that the company’s motivational practices are perceived good but needs more effort to be exerted to enhance employee’s productivity. On the other hands, inconsistency of respondent’s perceptions on company’s concern regarding employee wellbeing and capability of training and development practices improving their productivity are observed.

4.2 Inferential Statistics

The inferential statistics comprises reliability test of data collection instrument, correlation among variables and different pretest of the data itself for their suitability or fitness to the intended regression analysis model. It includes normality, collinearity, linearity and homoscedasticity.

4.2.1 Reliability Test

Reliability of the data collection instrument involves the consistency of the result obtained with the instrument. Cronbach's alpha was used to assess the internal consistency of variables in the research instrument. Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of the scale; it represented as a number between 0 and 1. Scales with coefficient alpha between 0.6 and 0.7 indicate fair reliability According to (Zikmund, 2010). Thus, for this study, a Cronbach's alpha score of .70 or higher is considered adequate to determine reliability.

Table 4.8 Reliability Test

	N	Cronbach's Alpha
Wellbeing	5	.782
Compensation	5	.788
Training and Development	5	.750
Work Environment	5	.882
Employee Productivity	5	.755
Total	25	.828

(Source: Own Survey, 2020)

The result was found to be in the acceptance range, alpha greater than 0.7. Thus showing as indication of acceptability of the scale for further analysis since all the four items of employee motivation dimensions (employee wellbeing, compensation, training and development and work environment) and employee productivity attributes were above 0.7. The reliability score of the construct yielded a Cronbach's alpha of $r = 0.828$ as shown in Table 4.8 above.

4.2.2 Linear Regression Assumption

Linear regression is an analysis that assesses whether one or more predictive variables explain the dependent (criterion) variable. The regression assumptions are correlation (linear relationship), Multicollinearity, Multivariate Normality and Homoscedasticity.

4.2.2.1 Correlation Analysis

To determine the relationship between employee motivation practices and employee productivity, Pearson correlation was first investigated. The four dimensions of employee motivation were taken as independent variables and overall employee productivity was used as a dependent variable in this study. As per the guide line suggested by Field (2005), the strength of

relationship 0.1 to 0.29 shows weak relationship; 0.3 to 0.49 is moderate; > 0.5 shows strong relationship between two variables.

Table 4.9 Correlation Analysis

Correlations		WEL	COM	TAD	ENV	PRO
Wellbeing	Pearson Correlation	1	.167**	.056	.223**	.265**
	Sig. (2-tailed)		.004	.334	.000	.000
	N	302	302	302	302	302
Compensation	Pearson Correlation	.167**	1	.107	-.010	.191**
	Sig. (2-tailed)	.004		.062	.860	.001
	N	302	302	302	302	302
Training & Development	Pearson Correlation	.056	.107	1	.279**	.246**
	Sig. (2-tailed)	.334	.062		.000	.000
	N	302	302	302	302	302
Work Environment	Pearson Correlation	.223**	-.010	.279**	1	.520**
	Sig. (2-tailed)	.000	.860	.000		.000
	N	302	302	302	302	302
Employee Productivity	Pearson Correlation	.265**	.191**	.246**	.520**	1
	Sig. (2-tailed)	.000	.001	.000	.000	
	N	302	302	302	302	302

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

(Source, Own Survey, 2020)

The result on Table 4.9 shows that overall dimensions of employee motivation had strong positive and significant relations with overall employee productivity ($r = .572, p < 0.01$). Meanwhile, Table 4.9, the relation amongst the predictor variables revealed that work environment had positive and strong relations ($r = .520, p < 0.05$) while wellbeing ($r = .265, p < 0.05$), training and development ($r = .246, p < 0.05$) and compensation ($r = .191, p < 0.05$) had significant but weak relations with employee productivity.

4.2.2.2 Multicollinearity

Multicollinearity refers to the situation in which the independent/predictor variables are highly correlated. When independent variables are Multicollinearity, there is “overlap” or sharing of predictive power. Thus, the impact of Multicollinearity is to reduce any individual independent variable’s predictive power by the extent to which it is associated with the other independent variables. “Tolerance” and “variance inflation factors” (VIF) values for each predictor is a means

of checking for Multicollinearity. Tolerance value below 0.1 and VIF value above 10 percent indicate a Multicollinearity problem, (Robert, 2006).

In this study, (Appendix III), it shows that the collinearity statistics analysis of variance inflation factors (VIF) value ranges from 1.043 to 1.141 and Tolerance value ranging with 0.876 to 0.959 indicated that there was no collinearity problem. This could be taken as a confirmation that there were no multi-collinearity problems to proceed for regression analysis. That means when the independent variables in this model were highly related with one another, they would have been basically measuring the same thing or they both convey essentially the same information.

4.2.2.3 Homoscedasticity

Testing for Homoscedasticity lies with an assumption in regression analysis that the residuals at each level of the predictor variable(s) have similar variances. Using the plots of ZRESID against ZPRED, the distribution is checked whether the graph looks like a random array of dots evenly dispersed around zero. This is to mean that at each point along any predictor variable, the spread of residuals should be fairly constant. In Figure 4.1, it shows that each of the overall employee productivity against the predictor variable of employee motivation. The plot shows that how the points are randomly and evenly dispersed throughout the plot. And, these patterns are indicative of a situation in which the assumption of linearity and homoscedasticity have been met.

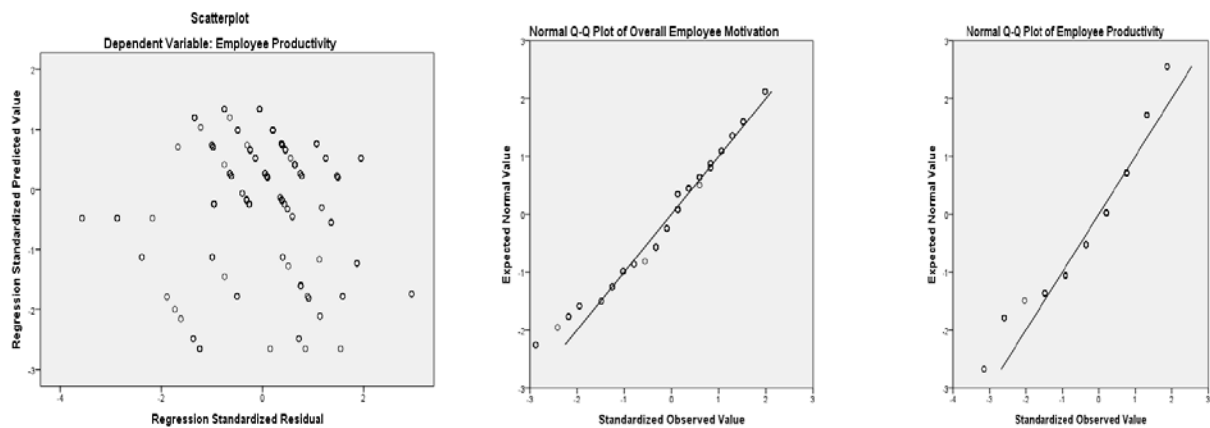


Figure 4.1 Scatter Plot of Linearity Test

The normal Q-Q chart plots the values you would expect to get if the distribution were normal (expected values) against the values actually seen in the data set (observed values). The expected values are a straight diagonal line, whereas the observed values are plotted as individual points. If the data are normally distributed, then the observed values (the dots on the chart) should fall

exactly along the straight line (meaning that the observed values are the same as you would expect to get from a normally distributed data set). Any deviation of the dots from the line represents a deviation from normality. So the Q-Q plot of the all variable considered in this study looks like a straight line with a wiggly snake wrapped around it then it showed little deviation from normality as clearly presented above. Figure 4.1.

4.2.2.4 Multivariate Normality

To check that a distribution of scores is normal, it needs to look at the values of Kurtosis and Skewness. Both of which have an associated standard error.

Table 4.10 Normality Test

	N	Min.	Max.	Mean	Std. Dev.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Wellbeing	302	2	4	3.45	.360	-.944	.140	1.133	.280
compensation	302	3	4	3.77	.307	-1.582	.140	2.843	.280
Training	302	2	4	3.18	.442	.028	.140	1.094	.280
environment	302	2	4	3.69	.445	-1.113	.140	.803	.280
Productivity	302	3	4	3.73	.357	-1.108	.140	1.137	.280
Valid N	302								

(Source, Own Survey, 2020)

The values of skewness and kurtosis should be zero in a normal distribution. Positive values of skewness indicate a pile-up of scores on the left of the distribution, whereas negative value indicates a flat distribution. The further the value is from zero, the more likely it is that the data are not normally distributed. Both of which have an associated standard error. However, the actual value of skewness and kurtosis are not, in themselves, informative. Instead, it needs to take the value and convert it to a z-score. The z-score is simply a standardize score from a distribution that has Mean of 0 and standard deviation of 1.0.

As presented in Table 4.10, except Training and development, all motivation dimensions' z-scores skewed to the right side but was found to be within acceptable range (skewness within -2.0 to 2.0; and Kurtosis within -3.0 to 3.0). Therefore, it is pretty clear then that the numeracy scores are negatively skewed, indicating a pile-up of scores on the right of the distribution.

4.2.3 Regression Analysis

Regression analysis is a statistical method to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for the purpose of prediction of the values of dependent variables, and given the values of the independent (Kothari, 2004). Linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best predicts the value of the dependent variable. Multiple linear regressions were conducted to identify the relationship and to determine the most dominant variables that influenced the overall employee productivity in AACRA. Moreover, multiple regression analysis in this research was conducted to test the effect of the independent variables (Employee Wellbeing, Compensation, Training & Development, and Work Environment) on Employee Productivity. In order to indicate the impact that each factor has on the dependent variables, the standardized coefficients are checked. Table 4.11a.

4.2.3.1 Model Summary

As indicated in the model summary of the analysis in the above Table xx, the value of R (.602) indicated relations of the four independent variables with the dependent one affecting approximately 35.4 % (R^2) of the variance of employee productivity. However, the remaining

Table 4.11a Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	Df 1	Df 2	Sig. F Change
1	.602 ^a	.362	.354	.287	.362	42.214	4	297	.000

a. Predictors: (constant), Wellbeing, Compensation, Training & Development, Environment.

percent (64.5%) was explained by other factors. This result also viewed that there may be other variables such as recognition, reward, employee-management relationship, etc. that could have been discussed by this study in predicting employee productivity.

4.2.3.2 Analysis of Variance (ANOVA)

As indicated in Table 4.11b of ANOVA test, F value of 42.214 is significant at $p < 0.001$. Therefore, it can be inferred that with 35.4% of variance (R Square), employee motivation is significant and the model appropriately measured the dependent variables. In short, the regression

model predicts overall employee productivity and has been significantly explained by the four independent employee motivation dimensions.

Table 4.11b ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.943	4	3.486	42.214	.000 ^b
	Residual	24.524	297	.083		
	Total	38.466	301			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Wellbeing, Compensation, Training & Development, Environment

4.2.3.3 Coefficients

The last output in the analysis of the multiple regression models represents the output for the beta coefficients of each employee motivation dimensions.

Table 4.11c Estimated Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
1	(Constant)	.314	.319		.982	.327	-.314	.942
	Wellbeing	.198	.048	.200	4.138	.000	.104	.293
	Compensation	.284	.055	.244	5.157	.000	.176	.392
	Training & Development	.112	.039	.139	2.859	.005	.035	.190
	Work Environment	.353	.040	.440	8.883	.000	.275	.431

a. Dependent Variable: Productivity

The regression equation for this research is presented below.

$$PROD = \beta_0 + \beta_1 WEL + \beta_2 COM + \beta_3 TAD + \beta_4 ENV + e$$

Where, PROD = Employee Productivity, WEL = Employee Wellbeing, COM = Compensation, TAD = Training and Development, and ENV = Work Environment. β_0 = Constant, β_1 to β_4 = beta coefficients, and e = error terms. Based on multiple linear regression analysis on Table 4.11c, substituting the results in the model yields:

$$PROD = .314 + .198WEL + .284COM + .112TAD + .353ENV + e$$

The regression analysis revealed that each employee motivation dimensions have positive and significant effect on overall employee productivity. Work Environment (.353) has the highest effect followed by Compensation (.284) but Employee Wellbeing (.198) and Training &

Development (.112) have relatively lower contribution to the prediction model. This predicted change in the dependent variable for every unit changes in that specific predictor. This signifies that for every additional point or value in the work environment, one could predict a gain of 0.314 points on the employee productivity provided that other variables being held constant; and the same are for Compensation, Wellbeing and Training & Development. The results, Table 4.11c, implies that all dimensions of employee motivation have significant influences on overall employee productivity at 95% confidence level ($p < 0.05$), indicating that for employees of AACRA, these factors are important in assessing overall their productivity.

4.3 Discussion

The discussion focuses on the major findings of the analyses for further elaboration. It includes the demography of respondents, motivation practices and their effect on employee productivity. Referring the demographic characteristics of the respondents in ACCRA, gender distribution in the company is fair and almost similar in proportion. Such inspiring dedication can be achieved through provision of equal job opportunity during recruitment (Lin, 2013). The workforce is assorted with educated young adults working at operational level under engineering directorate with relatively lower service years in the company. It would be more effective if retained more senior staff through implementing different motivational activities based on need assessment.

The overall employee motivational activities in ACCRA were perceived slightly positive (Grand Mean, 3.52) for the fact that employees believed that the company pays good compensation and created better working environment even if uneven distribution of salary scale and discrimination of benefit packages between managements and non-management staffs. Failure of implementing well-designed organizational structure with appropriate job specification and related compensation/ benefits packages may cause unnecessary friction among colleagues which results in relinquish appetite for teamwork (Assam, 2015). On the other hand, lack of due consideration for employee wellbeing and failure of providing training based on need assessment are the areas that the respondents complained. In this regards, they admitted that concerned managements tried to link or align the corporate strategy with human resource strategies accordingly. However, it's customary to observe a huge gap when it comes to implementation within the fiscal year.

The findings revealed that work environment ($\beta = .353$) has relatively the highest significant and positive effect on employee productivity. The workforces in AACRA believed that the concerned

managements exerted efforts to create spacious and conducive working environment to employees in which they exercise their autonomy in full to discharge duties. According to Akinyele (2007), a conducive work setting encourages employees to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity. Brenner (2014) also affirmed that workers are likely to be more productive in a well-structured work environment. Therefore, can be taken as a significant positive predictor for productivity.

Next to Work Environment dimension, Compensation ($\beta = .284$) has also relatively higher positive and significant effect on employee productivity. It reconciles with Assam's (2015) findings which states that study that extrinsic factors like adequate compensation tend to positively influence the level of a worker's effectiveness much more than intrinsic factors. It also corresponds with the findings of Taylor (2017) who investigated the influence of monetary incentives on workers' performance and productivity. Thus, the finding supported the significant and positive impact of compensation on the level of employee's productivity. This could be due to the fact that extrinsic factors especially monetary rewards tend to appeal more to workers especially in developing nations where the standard of living is poor (Taylor, 2017).

On the other hand, the findings also revealed the existence of relatively lower effect of Wellbeing ($\beta = .198$) on employee productivity. Negligence of providing the required personal and work place safety equipment or failure of proper follow-up on compliance of workplace safety procedure based on the company's policy accounts for low impact of wellbeing dimensions on employee productivity. As validated by Lin (2013) establishing employee wellbeing motivation is a significant predictor of employee productivity and plays a major role in improving worker performance levels. In this regard, managers should ensure that employee's well-being is taken seriously so as to be certain that employees remain intrinsically committed to their jobs.

Finally, it was found that Training & Development showed relatively lower significant and positive effect on employee productivity ($\beta = .112$) implying that it is a significant predictor of productivity. This could be due to the fact it provides them with opportunity for growth through skill acquisition. But, the extent of its impact, which was found to be relatively lower than compensation and work environment dimensions, could be due to managerial limitations in aligning the corporate strategy with human resource development strategy along with poor implementation and follow-up that diminish the role of training & career development dimension.

According to Lake (2017), in support of the finding, claims that mismatch of strategy and the available workforce quality is the major bottleneck to achieve the desired goals and objectives due to the lack of knowledge, skill and attitude to carry out the intended work/ tasks effectively.

It can be, thus, concluded that motivational practices such as Wellbeing, Compensation, Training & Development and Work Environment are good predictors of overall employee productivity within AACRA, despite other relevant factors such as rewards, recognition and staff's relation. More investigation is also required to see the big picture of employee productivity from the aforementioned variables' context.

CHAPTER FIVE

MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter constitutes the summary of major findings, conclusions based on findings and relevant recommendations based on findings and conclusions.

5.1 Summary of Major Findings

Based on the analyses, the results of the findings present the outcomes of both descriptive and inferential statistics. The descriptive statistics refers to the demographic characteristics of the respondents and the summary of their perception towards the study variables. It is intended to address the first specific objective that states the identification of employee motivational practices in AACRA. Meanwhile, the inferential statistics accounted for the relationship amongst predictors (employee motivation) along with their significant effect on the overall construct variable (employee productivity). This helps achieve the second and third specific objectives of the study.

Demography

The overall demography of the respondents was characterized by fair gender distribution (Female 44.7%), educated (83.1% first degree holder), adults (37.4% in the age of 26 – 34 years). with relatively lower service year (6 – 10 years) in AACRA.

Objective – 1 Description of Identified Study Variables

Employee Wellbeing

- Majority of the respondents had doubts on the sufficiency of personal safety equipment (Mean 3.49) and considerable concerns for employee wellbeing (3.32) by managements.
- Bitterly complained regarding work pressure (Mean 2.66) due to inadequate annual leave

Compensation

- Majority of the respondents strongly believed that compensation/salary scales are relatively attractive than similar public organizations (mean, 4.17).
- Unequal incentives were even allotted for same job/ salary scales (mean, 3.68)

Training & Development

- Majority agreed that concerned managements linked training & development practices with organization business strategy (mean 3.84)
- On the other hand, they expressed their indifferences on the idea that supervisors supported their immediate subordinates to demonstrate practically what they learnt (mean 3.38).
- They also disagreed against the idea that the company sponsored skill acquisition programs based on need assessment (mean, 2.48)

Work Environment

- Workplace is comfortably spacious to work which is believed to promote productivity (mean 3.78).
- To the contrary, neither they agreed nor disagreed against provision of all the required working places' safety equipment (mean 2.71).

Objective – 2 Relationship amongst study variables

- Overall dimensions of employee motivation had strong positive and significant relations with overall employee productivity ($r = .572, p < 0.01$).
- But, compensation had significant but weak relation with productivity ($r = .191, p < 0.05$).

Objective – 3 Effect of Employee Motivation on Employee Productivity

The regression analysis revealed that each employee motivation dimensions have positive and significant effect on overall employee productivity.

- Work Environment (.353) has the highest effect followed by Compensation (.284) but Employee Wellbeing (.198) and Training & Development (.112) have relatively lower contribution to the prediction model.
- All dimensions of employee motivation have significant influences on overall employee productivity at 95% confidence level ($p < 0.05$)

5.2 Conclusion

The main objective of this study is to assess the effect of employee motivation practices on employee productivity taking Addis Ababa City Administration Roads Authority as a case study. Hence, the study sought to identify the most important attributes of employee motivation schemes

to enhance workforce productivity in AACRA, which may be used to review or amend the current organizational structure regarding salary scale and job description.

For this, the first specific objective of the study was to assess or identify the major employee motivation practiced by the human resource managements. Accordingly, the study found out that employee wellbeing, compensation, training & development and work environment were the main practices to motivate permanent employees served at least a year in the organization. Other relevant motivational factors such as rewards, recognition and staff relation used to be practiced once in a blue moon when necessary but not considered in the human resource policy to implement them as a motivator regularly to promote productivity. Employee's perception towards the motivational scheme practiced by the company are concluded based on the findings as below.

The overall employee's perception towards AACRA's concern regarding its employs wellbeing was found to be unsatisfactory. Permanent employees had substantial doubts on whether the managements gave due consideration to their employees' wellbeing as they complained on lack of personal safety equipment as well as provision of adequate leave to get relieved from work stress. The employees also perceived the overall compensation practice of the organization was fair enough. They believed that that benefit packages offered help them improve their performances but more managerial efforts are required to amend the salary scale structure so as to mitigate discrimination among staff. On the other hand, staffs have certain doubts on the proper implementation of human resource policies in line with the organizational objectives regarding training & development. Even if the company formulated and implemented workable policies, there is still a gap between the strategic managements and the tactical/ operational level managers to communicate the strategic plan amongst staffs clearly. The work environment attributes were found to be nearly neutral or slightly positive in some cases. It indicates that the company gave less due attention for personal/ workplace safety equipment as well as conduciveness of the working environment rather than making it spacious.

The second specific objective of the study was to determine the relationship between motivation and employee productivity. Overall dimensions of employee motivation had strong significant and positive relations with overall employee productivity. Specifically, only work environment showed strong relation. Wellbeing and Training & Development had moderate relations whereas

Compensation had weak relation with employee productivity. This implied that all dimensions of motivation practices showed significant relational strength with employee productivity.

To ascertain the significant importance of employee motivation dimensions, the last objective was set to evaluate the level of their impacts on the overall employee productivity. It was found out that all predictors have significant effect on productivity with varying intensity. Work Environment has highest effect followed by Compensation but Employee Wellbeing and Training & Development have relatively lower contribution to the prediction model. Permanent employees in AACRA gave more emphasis on the conduciveness of work environment and sufficient compensation for their knowledge and skilled labor scarification.

Perpetual or periodical assessment of its staff's perception towards the motivational practices practiced by human resource managements to identify and recognize which factors affect their productivity lack due consideration. Training need assessment was also often carried out as a necessity rather than aligning and backing up the organizational overall strategy with the existing workforce. Most importantly, employee's wellbeing wasn't considered as the critical area for further improvement in ACCRA as the nature of construction works are subjected to catastrophic perils that demand more precautions. These could be mitigated through identification of the hazards as well as provision of the appropriate personal and workplace safety equipment as necessary.

5.3 Recommendations

This study has shown the relationship between the employee motivation dimensions and employee productivity in AACRA. Meanwhile, it confirms that all the four employee motivation dimensions namely Wellbeing, Compensation, Training & Development and Work Environment are suitable motivational predictors to measure overall employee productivity keeping other variables constant. It was also confirmed that the aforementioned motivation variables have positive and significant relationship with productivity with a variety of impact intensity.

Based on the results of this study, the following recommendations are forwarded to AACRA's management so as to improve productivity of the organization with the existing workforce. The recommendations are:

- Employee Wellbeing has significant and positive effect on employee productivity. However, employees had doubts on managers' due consideration for their subordinates. Thus, managers should identify and provide all the required personal and workplace safety equipment along with proper follow-up for their utilization.
- Compensation also has positive and significant effect to motivate employees to be more productive. However, the employees complained the sufficiency of leaves in relation to their work burdens. The concerned human resource managements should comply with proper allocation and provision of annual and other relevant leaves as require so as to get relieved employees from unnecessary stress due to work pressure.
- It is also found that Training & Development has significant effect on employee productivity. However, trainings had been conducted based on the actual training needs. Relevant training should be provided based on need assessment to support the overall organization goals. Periodically employee's capacity and capability for the intended tasks need to be evaluated and sufficiently budgeted.
- Conducive Work Environment promotes employee productivity significantly. Managers should make both the internal and external environment of the workforce safe and sound through provisions of personal and workplace safety equipment.
- Finally, the motivation factors in this study accounted for relatively lower variation on employee productivity. This shows that there are other variables which could affect the overall employee productivity or there might be lack of incorporation more appropriate surveying tools. Thus, further researches are required incorporating the aforementioned limitations.

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APPENDICES

Appendix I – Survey Questionnaire

**ST. MARY UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF GENERAL
MANAGEMENT**

Survey Questionnaire

Dear Respondents,

My name is Tadele Tibebu, a postgraduate student of St. Mary University School of Graduate studies. I am conducting a study to assess the effect of employee motivation on employee productivity in the case of Addis Ababa City Roads Authority. The purpose of this questioner is to gather information about how employees perceive the motivation scheme practiced by the organization and its effect on their productivity. Your honest and sincere responses for this questionnaire will play a great role in making the research successful. I assure you that all the responses will be treated confidentially and only be used for academic purpose. Participation is purely voluntary and no need to write your name.

I thank you in advance for offering your golden time and if you have any question, please feel free to contact me by the below contact:

Tadele Tibebu

Part 1: General Information

1. Sex Male Female
2. Age (Years) 18 – 25 26 – 34 35 – 43 44 – 52 53 – 60
3. Education High School Diploma Degree Masters
 Others, please specify _____
4. Service year in ACCRA 1- 5 6 - 10 Above 10
5. Position Operational level Supervisor Department Manager
 Division Manager Executive Officer Other, please specify_
6. Department Finance Human resource Engineering
 Office Admin Project Admin Other, please specify_

PART II. Effect of Employee Motivation on Employee Productivity

Kindly rate the following statements below as to the extent to which various motivational activities affect your productivity. Using a scale one up to 5, tick in the appropriate box as to the extent of your agreement or disagreement with the statements given. Where: Scale: 1= strongly disagreed; 2= disagreed; 3= Neither agreed nor disagreed; 4= agreed; 5= strongly agreed.

Description	1	2	3	4	5
My present working condition in AACRA is stable					
I do feel socially connected with colleagues					
The required personal safety equipment are sufficiently provided to employee					
I am not stressed with work pressure as AACRA provides me with adequate leave period					
Overall AACRA is considerably concerned for its employees' wellbeing					
Salary scales are compatible with position/ work load/					
Allowances for special duties such as overtime work are paid on time					
Incentives provided by the organization are fair enough					
Benefit packages are fairly distributed at different position level					
Overall the benefit package in AACRA motivates me to do more					
AACRA sponsored skill acquisition programs based on need assessment					
Supervisors support employees to demonstrate what they learnt to their jobs					
Managements link training & development with its business strategy					
Employees who use their skills are given preference for new assignments					

Overall Training & development policy of AACRA promotes productivity					
AACRA exerts effort to create conducive work environment to its employees					
I do exercise my decision making power in full to discharge my duties					
AACRA provides all the required working place's safety equipment					
Working places in AACRA are spacious					
Overall work environment in AACRA is comfortable to promote productivity					
Since ACCRA is concerned for wellbeing, I am energetic to do my job more					
The benefit package in AACRA motivates me to do more every year					
I believe that training & development scheme in AACRA improves my performance					
My performance is increased due to safe work environment in AACRA					
My overall productivity improved since I joined AACRA					

Thank you valued time, response and cooperation!!!

ST. MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF GENERAL MANAGEMENT

የሰርቪዬ መጠይቅ

ውድ መላሾች

ስሜ ታደሰ ጥበቡ ይባላል በቅድስተ ማሪያም ዩንቨርሲቲ የምረቃ ትምህርት ቤት በድህረ ምረቃ ተማሪ ነኝ። ስራተኞችን ማነሳሳት በስራተኛው ውጤታማነት ላይ ያለውን ተፅዕኖ በአዲስ አበባ ከተማ መንገዶች ባለስልጣን ያለውን ሁኔታ ለመዳሰስ ጥናት እያካሄድኩ እገኛለሁ። የዚህ መጠይቅ ዓላማ ስራተኞች በድርጅታቸው እየተከናወነ ያለውን የማነሳሳት ዕቅድን እንዴት እንደሚገነዘቡት እና በምርታማነታቸው ያለውን ተፅዕኖ ምን እንደሆነ መረጃ ለመሰብሰብ ነው።

እርስዎ ለዚህ መጠይቅ የሚሰጡት ሀቀኛ እና ልባዊ ምላሽ ይህንን ጥናት የተሳካ ለማድረግ ትልቅ ሚና ይጫወታል። ሁሉም የሚሰጡን ምላሽ በሚስጥራዊነት የሚያዝ ስለመሆኑ እና ለትምህርት ዓላማ ብቻ ስራ የሚውል መሆኑን ላረጋግጥልዎ እወዳለሁ ። በዚህ ጥናት ላይ መሳተፍ ሙሉ በሙሉ በፈቃደኝነት ላይ የተመሰረተ ሲሆን ስምዎን መጻፍ አያስፈልግዎትም።

ወርቃማ ጊዜያን ስለሰጡኝ በቅድሚያ አመሰግናለሁ ፤ ማናቸውም አይነት ጥያቄ ቢኖርዎት እባክዎን ከዚህ በታች ባለው አድራሻዬ ሊያገኙኝ ይችላሉ።

ታደሰ ጥበቡ

ስልክ ቁጥር +251 0911-652221

ክፍል አንድ፡ ጠቅላላ መረጃ

- 1. ያታ ወንድ ሴት
- 2. እድሜ (ዓመት) 18 - 25 26 -34 35 - 43 44 - 52 53 — 60
- 3. የትምህርት መረጃ 2ኛ ደረጃ ዲፕሎማ ዲግሪ ማስተርስ
 ሌላ ይገለጹ -----
- 4. በአዲስ አበባ ከተማ መንገዶች ባለስልጠና ውስጥ ያገለገሉበት ዓመት
 1- 5 6 - 10 ከ10 በላይ
- 5. የስራ-መደብ በፈጻሚ ደረጃ በተቆጣጣሪ የቡድን መሪ
 የፕሮጀክት ስራ አስኪያጅ የዳይሬክቶሬት ዳይሬክተር ዋና አስፈጻሚ
 ሌላ ይገለጹ -----
- 6. ዳይሬክቶሬት/ክፍል/ ፋይናንስ የሰው ሃብት ምህንድስና
 የግዥና ንብረት የጽ/ቤት አስተዳደር
 የፕሮጀክት አስተዳደር ሌላ ይገለጹ

ክፍል ሁለት፡ ስራ-ተኛን የማካላት በስራ-ተኛ ምርታማነት ላይ ያለው ተጽእኖ

እባክዎን የሚከተሉትን ዓረፍተ ነገሮች የተለያዩ የማካላት ተግባራት ምርታማነት ላይ ምን ያክል ተፅዕኖ ሊኖራቸው እንደሚችል በደረጃ ያስቀምጡ። ከ1-5 ያሉትን የስኬል ነጥብ በመጠቀም በተሰጡት ዓረፍተ ነገሮች ላይ ምን ያክል እንደተስማሙና እንዳልተስማሙ በረዘጋጀው ሳጥን ውስጥ ምልክት በማድረግ ያሳዩ። ይህም ማለት 1=በጣም አልተስማማም

2= አልተስማማም 3= አልተስማማሁም እንዲሁም መስማማቴንም አልገለጽኩም።

4= ተስማምቻለሁ 5= በጣም ተስማምቻለሁ

መግለጫ	1	2	3	4	5
አሁን በአዲስ አበባ ከተማ መንገዶች ባለስልጣን ያለው የስራ ሁኔታዬ የተረጋጋ ነው					
ከባልደረቦቹ ጋር በማህበራዊ ሕይወት የተሳሰርኩኝ እንደሆነ ይሰማኛል					
አስፈላጊው የግል ደህንነት መጠበቂያ መሳሪያ በበቂ ሁኔታ ለሰራተኞች ይሰጣሉ					
የአዲስ አበባ ከተማ መንገዶች ባለስልጣን በቂ እረፍት ስለሚሰጠኝ በስራ ጫና አልተወጠርኩም					
በአጠቃላይ የአዲስ አበባ ከተማ መንገዶች ባለስልጣን በአመዛኙ ለሰራተኞች ደህንነት ትኩረት ይሰጣል					
የደመወዝ ስኬል ከስራ መደብ (ከስራ ጫና ጋር የሚጣጣም ነው)					
ለልዩ ስራዎች የሚከፈሉ እንደ ትርፍ ሰዓት ክፍያ ያሉ አበሎች ጊዜያቸውን ጠብቀው ይከፈላሉ					
በድርጅቱ የሚቀርቡ ማበረታቻዎች በቂ ናቸው					
የጥቅማጥቅም ማእቀፎች በተለያዩ የስራ መደቦች በፍትሃዊነት ይከፋፈላሉ					
የአዲስ አበባ ከተማ መንገዶች ባለስልጣን የጥቅማጥቅም ማዕቀፍ ይበልጥ እንድሰራ ያነሳሳኛል					
የአዲስ አበባ ከተማ መንገዶች ባለስልጣን የፍላጎት ዳሰሳ ላይ ተመስርቶ ሙያ እድገት የሚገኝበትን መርሀ ግብር ስፖንሰር ያደርጋል					
የስራ ኃላፊዎች(ተቆጣጣሪዎች) ሰራተኞች በስራ ውስጥ የተማሩትን ነገር በተግባር እንዲያሳዩ ድጋፍ ያደርጋሉ					
የስራ አመራሩ ስልጠና እና ልማት ከቢዝነስ ስትራቴጂ ጋር ይገናኛሉ					
ክህሎታቸውን የሚጠቀሙ ሰራተኞች ለአዳዲስ ምደባዎች ቅድሚያ ይሰጣቸዋል					

አጠቃላይ የአዲስ አበባ ከተማ መንገዶች ባለስልጣን ስልጠና እና የልማት ፖሊሲ ምርታማነትን የሚያስፋፋ ነው					
የአዲስ አበባ ከተማ መንገዶች ባለስልጣን ለሰራተኞቹ ምቹ የስራ አካባቢ ለመፍጠር ጥረት ያደርጋል					
መግለጫ	1	2	3	4	5
ግዴታዬን ሙሉ በሙሉ ለመወጣት ውሳኔ የመስጠት ስልጣኔን እጠቀማለሁ					
የአዲስ አበባ ከተማ መንገዶች ባለስልጣን አስፈላጊ የሆኑት የስራ ቦታ ደህንነት መጠበቂያ መሳሪያዎችን በሙሉ ያቀርባል					
የአዲስ አበባ ከተማ መንገዶች ባለስልጣን ያሉትን የስራ ቦታዎች በቂ ክፍል አላቸው					
በአጠቃላይ የአዲስ አበባ ከተማ መንገዶች ባለስልጣን በቂ አካባቢ ምርታማነትን ለማሳደግ ምቹ ነው					
የአዲስ አበባ ከተማ መንገዶች ባለስልጣን ለደህንነት ትኩረት የሚሰጥ በመሆኑ ስራዬን ይበልጥ ለመስራት ጉልበት አገኛለሁ					
የአዲስ አበባ ከተማ መንገዶች ባለስልጣን ያለው የጥቅማጥቅም ማዕቀፍ በየዓመቱ ይበልጥ እንድሰራ ያነሳሳኛል					
የአዲስ አበባ ከተማ መንገዶች ባለስልጣን ያለው የስልጠናና የልማት ዕቅድ የስራ አፈፃፀሜን የሚያሻሽል ነው					
የአዲስ አበባ ከተማ መንገዶች ባለስልጣን ደህንነቱ የተጠበቀ የስራ አካባቢ በመኖሩ ምክንያት የስራ አፈፃፀሜን ጨምሯል					
የአዲስ አበባ ከተማ መንገዶች ባለስልጣን ከተቀላቀልኩ ጀምሮ አጠቃላይ ምርታማነቴ ጨምሯል					

ለውድ ጊዜዎ፣ ምላሽዎና ትብብርዎ አመሰግናለሁ።

Appendix III - SPSS Results

Table 1. Correlation Result

Correlations			
	p	M	
P	Pearson Correlation	1	.572**
	Sig. (2-tailed)		.000
	N	302	302
M	Pearson Correlation	.572**	1
	Sig. (2-tailed)	.000	
	N	302	302

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

Table 2. Multicollinearity Test

Collinearity Statistics	
Tolerance	VIF
.922	1.084
.959	1.043
.911	1.098
.876	1.141

Normal P-P Plot of Regression Standardized Residual

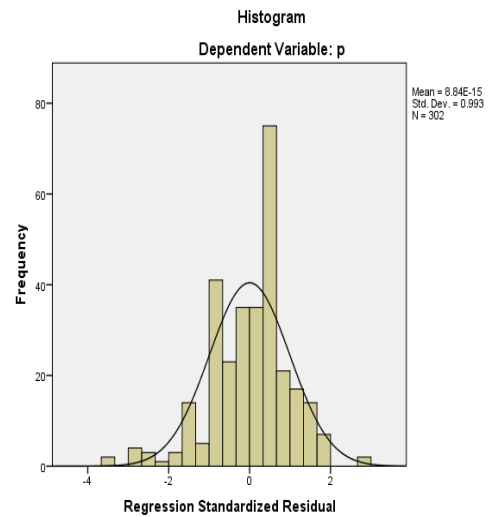
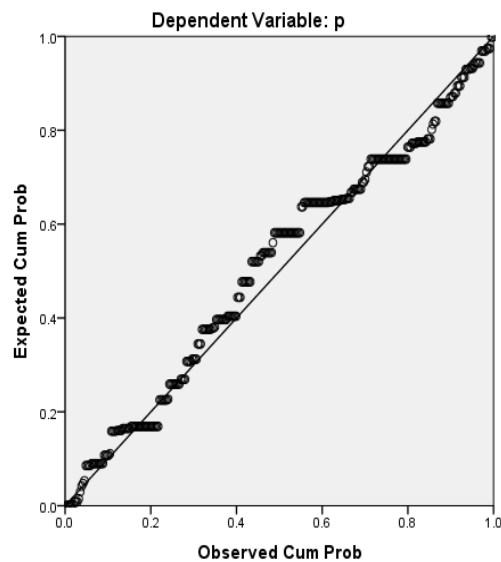


Figure 1. Linearity and Normality Test [Normal P-P Plot and Histogram]

Appendix IV - Demography

Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	167	55.3	55.3	55.3
Valid Female	135	44.7	44.7	100.0
Total	302	100.0	100.0	

Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High School	9	3.0	3.0	3.0
Valid Diploma	27	8.9	8.9	11.9
Valid Degree	251	83.1	83.1	95.0
Valid Masters	15	5.0	5.0	100.0
Total	302	100.0	100.0	

Service Year

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5	103	34.1	34.1	34.1
Valid 6-10	111	36.8	36.8	70.9
Valid Above 10	88	29.1	29.1	100.0
Total	302	100.0	100.0	

Job Position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Operational Level	254	84.1	84.1	84.1
Valid Supervisor	25	8.3	8.3	92.4
Valid Team Leader	11	3.6	3.6	96.0
Valid Project Manager	5	1.7	1.7	97.7
Valid Directorate Director	6	2.0	2.0	99.7
Valid Executive Officer	1	.3	.3	100.0
Total	302	100.0	100.0	

Department					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Finance	11	3.6	3.6	3.6
	Human Resource	9	3.0	3.0	6.6
	Engineering	212	70.2	70.2	76.8
	Procurement and Supply	7	2.3	2.3	79.1
	Others	63	20.9	20.9	100.0
	Total	302	100.0	100.0	

Table - 1 Strata of Study Population

Stratum	Population	Proportion	Sample Proportion	Total - Expected	Actual									
Management	139	8%	0.08*325	26	23	<table border="1"> <tr> <td>Directorate</td> <td>6</td> </tr> <tr> <td>Pr. Manager</td> <td>5</td> </tr> <tr> <td>Executive off.</td> <td>1</td> </tr> <tr> <td>Team Leader</td> <td>11</td> </tr> </table>	Directorate	6	Pr. Manager	5	Executive off.	1	Team Leader	11
Directorate	6													
Pr. Manager	5													
Executive off.	1													
Team Leader	11													
Non-Management	1,592	92%	0.92*325	299	279									
Total	1,731	100%	1.0*325	325	302									

(Source: AACRA, 2019)

