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

**ASSESSING THE EFFECTS OF MOTIVATION ON EMPLOYEES'
PRODUCTIVITY: THE CASE OF AFRO-TSION MANUFACTURING
COMPANY**

BY

ZNAB W/MARIAM

ADVISOR:-MESFIN TESFAYE (PhD)

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF ART (MA) IN
BUSINESS ADMINISTRATION**

February, 2024

Addis Ababa, Ethiopia

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APPROVED BY BOARD OF EXAMINERS

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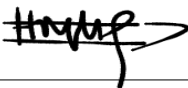
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DECLARATION

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

Name of the student

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Date

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Table of Contents

APPROVED BY BOARD OF EXAMINERS	ii
ACKNOWLEDGEMENT	viii
List of Tables	ix
List of Figures	x
ABSTRACT.....	xi
CHAPTER ONE	1
1.INTRODUCTION	1
1.1.Background of the Study	1
1.2.Statement of the problem	3
1.3.Research questions	4
1.3.1. Specific research questions	4
1.4.Objectives of the study.....	5
1.4.1. General objective	5
1.4.2. Specific objectives	5
1.5.Scope of the study	5
1.6.Limitation of the study	5
1.7.Significance of the study.....	6
1.7.1. Academician/Researchers	6
1.7.2. Afro-tsion manufacturing company	7
1.8.Organization of the thesis	7
CHAPTER TWO	8
2.REVIEW OF RELATED LITERATURE	8
2.1. Conceptualizing employee productivity	8
2.2. Knowledge worker productivity	9
2.3. Corporate influences and impacts to productivity	9
2.4. Productivity measures	10
2.5. Career development effect on employee productivity	10
2.6. Training and development on employee productivity	11
2.7. Career growth opportunities	12
2.8. Mentoring and employee productivity.....	13
2.9. Employee relationship with supervisor.....	15
2.10. Performance evaluations	16

2.11. Rewards system and employee productivity.....	18
2.12. Types of Motivation.....	20
2.12.1. Extrinsic Motivation	20
2.12.2. Intrinsic motivation.....	24
2.12.3. Intrinsic factors and employee productivity	25
2.13. Intrinsic Motivational Factors.....	27
2.13.1. Employee Well-being	27
2.13.2. Relationship with co-workers	28
2.13.3. Relationship with managers.....	29
2.14. Extrinsic factors and employee productivity	31
2.14.1. Salary and benefit	32
2.14.2. Pension scheme and medical insurance	33
2.14.3. Leadership style	33
2.14.5. Good working environment	34
2.15. Conceptual Framework.....	35
CHAPTER THREE	37
3. RESEARCH DESIGN AND METHODOLOGY	37
3.1. Research study site.....	37
3.2. Research design	37
3.3. Research approach	38
3.4. Data sources and sampling.....	38
3.4.1.Sources and type of data	38
3.4.2.Samples and sampling techniques	39
3.4.3 Target population	40
3.5. Tools of data collection.....	40
3.5.1.Questionnaire	41
3.6. Techniques of data analysis	41
3.7. Validity and reliability	42
3.7.1.Reliability.....	43
3.7.2.Validity	43
3.8. Ethical considerations	44
CHAPTER FOUR.....	45

4. DATA PRESENTATION, ANALYSIS AND INTERPRITATION	45
4.1.Demography characteristic of respondents	45
4.2.Extrinsic Factors	47
4.2.1.Training and development	47
4.2.2.Career planning and development	48
4.2.3.Growth and opportunity	49
4.2.4 .Mentoring and coaching.....	50
4.2.5.Employee relationship with supervisor.....	51
4.2.6.Productivity Evaluations	52
4.2.7. Salary reward system	53
4.2.7. Bonus and Reward System	54
4.3.Intrinsic factors	55
4.4. Extrinsic factors	55
4.5. Inferential analysis between employee productivities and its indicators	56
4.6. Regression Analysis	58
4.7. Coefficients of Determinants of Employe productivity	60
CHAPTER FIVE	65
5. CONCLUSION AND RECOMMENDATIONS	65
5.1. Conclusion	65
5.2. Recommendation	68
REFERENCE.....	70
Annex-182	

Acronyms and Abbreviations

NGOs-----Non-Governmental Organizations

FDI-----Foreign Direct Investment

IRC-----International Rescue Committee

SPSS-----Statistical Package for Social Science

ACKNOWLEDGEMENT

First and foremost, I would like to express my deepest gratitude to God for providing me with the strength, guidance, and unwavering support throughout this journey. Without His divine intervention, none of this would have been possible.

To my loving husband, Michael Girma, thank you for being my rock and my constant source of encouragement. Your unwavering belief in me and your endless patience have been instrumental in my success. Your love and support have given me the courage to pursue my dreams.

I would also like to extend my heartfelt appreciation to Mr. Tedla Hora for his invaluable guidance and mentorship. Your wisdom, expertise, and unwavering dedication to my academic growth have made a significant impact on my research. Your insightful feedback and constructive criticism have pushed me to strive for excellence in my work.

Lastly, I would like to express my gratitude to all my family members for their unending encouragement and love. Your support, understanding, and sacrifices have played a significant role in my achievements. Your belief in me has been a constant source of motivation, and I am forever grateful for your presence in my life.

Your support and love have been the driving force behind my success, and I am forever indebted to each and every one of you.

List of Tables

Table 1. Table used to determining sample size of a known population	40
Table 2. Summary of reliability statistics	43
Table 3. Demography characteristics of respondents	46
Table 4. Descriptive analysis of training and development	47
Table 5. Descriptive analysis of career planning and development.....	48
Table 6. Descriptive analysis of growth and opportunity	49
Table 7. Descriptive analysis of mentoring and coaching	50
Table 8. Descriptive analysis of employee relationship with supervisor.....	51
Table 9. Descriptive analysis of productivity evaluations	52
Table 10. Descriptive analysis of salary reward system	53
Table 11. Descriptive analysis of bonus reward system	54
Table 12. Descriptive analysis of intrinsic factors.....	55
Table 13. Descriptive analysis of extrinsic factors	56
Table 14. Descriptive analysis of employee productivities and its indicators	57
Table 15. Model Summary of employee productivity	58
Table 16. ANOVA analysis of employee productivity.....	59
Table 17. Generally, coefficients an analysis of employee productivity	64

List of Figures

Figure 1 Meglino,B. M. Review and conceptual analysis of the employee productivity process. Psychological Bulletin, 1979, 86, 493-520.....35

Figure 2. Normality test plot.....44

ABSTRACT

Afro-tSION manufacturing is company provides job opportunity for more than 900 employees and generates an average total amount of Birr 239,814,600.00 revenues and gross profit of Birr 70,000,000.00 per annual. Thematically, the study was focused on effects of motivation on employees' productivity of Afro-tSION manufacturing. The overall objective of the study was to assess the effects of motivation on employees' productivity of Afro-tSION manufacturing company in the case of Burayu Town. This study was quantitative research in which data was collected from selected groups. The data were collected from both primary and secondary sources. A total of the 269 questionnaires were distributed to respondents and only 262 questionnaires were collected, and the rest 7 the questioners were not returned from respondents. The quantitative data were analyzed by using SPSS 25 Package Software program, mainly for descriptive statistics (frequency, percentage, and mean) and inferential statistics (correlation and regression). Partial Pearson correlation coefficient was used to test the relationships between independent variables. The finding indicated that the overall coefficient result of was (Beta=0.32, Sig. =0.0>0.05). Therefore, the null hypothesis was rejected and the alternative hypothesis was accepted, which states that employee productivity significantly was strongly affected by the independent variables at ($\alpha > 0.05$). Moreover, the result shows that if the Beta was 32% then the independent variable can explain the variance on a dependent variable. Result shows that the Beta is 32% then the independent variable can explain the variance on dependent variable. The study suggested that knowledge and skills influenced the process; thus, employee knowledge improved their understanding of productivity objectives and acceptance of those objectives and that individual high on openness preferred control of their own work. Then of course the system needs to be adjusted according to the findings of the study. The finding indicated that, "Every employee would be comfortable at conducive environment that makes employees to serve for customers" The inner satisfaction produces by manufacturing company makes high moral for the core employees to give out their best in terms of service delivery. From this study, it is concluded that employees were willing to participate in productivity system. Furthermore, discussions on work-related issues with the supervisor were existent, and that the productivity feedback received is helpful in improving on-the-job productivity and in attaining goal.

Keywords: Afro-TSION, Employees' Productivity, Productivity Factor, organizational performance, manufacturing

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Employee productivity can be defined as when an employee ceases to work for an organization. On a wider level, it is defined, as the proportion of employees leaving or retaining an organization during a given period of time, usually one year (Armstrong, 2008). Employee productivity has received substantial attention from both academics and management (Marti *et al.*, 2009). Employee productivity is the rate at which people work strongly in an organization, sometimes known as employee productivity, „productivity“ or „performance“ (Hedwiga, 2011). Marisoosay (2009) argued that in human resources context it refers to the relative rate at which an organization gain and losses its personnel. Kazi and Zedah (2011) defined employee productivity is the performance of workers around the marketplace between firm, jobs and occupations and between the states of employment and unemployment.

According to Kazi and Zedah, (2011) observed that involuntary productivity is considered to depend on factors that are outside of management control. Marti *et al.* (2009) names these controllable factors and mentioned productivity with pay, nature of work and supervision, organizational commitment, distributive justice and procedural justice are examples of voluntary productivity. Stovel and Bontis (2002) comment on involuntary productivity refers to the discharge of employees, whereas voluntary productivity takes place when employees“ performances show smooth progress in the job. Despite these challenges, technology changes are being implemented because of the productivity benefits they enable and the total life cycle cost advantages (Harrison, 2009).In the manufacturing sector, uncontrolled employee can destroy management“s quest for sustainable profitability or productivity (Marti *et al.*, 2009). The Manufacturing industry is dynamic, and to a large extent volatile, if mechanisms for employee“s retention are not structured (Foon *et al.*, 2010). It is becoming increasingly important for managers in the manufacturing sector to understand that profitability and growth of their manufacturing organizations are tied to their ability not only to remunerate their employees

adequately, but also to provide mechanisms for career growth (Gratton and Erickson, 2007). Samuel and Chipunza (2009), concur with Foon *et al.*, (2010) that productivity of employees in the manufacturing sector is not easy. They argue that an organization must provide employees with intrinsic/extrinsic rewards and opportunities for career progression so as to guarantee their productivity, loyalty, and hence ensure employee retention.

Regionally, the manufacturing sector in Africa has grown in leaps and bounds. During the 1980s most countries in Africa eased restrictions in the financial sector and offered tax incentives and subsidies to attract foreign organizations into local markets (Aitken and Harrison, 1999 and World Organization, 2015). According to World-Organization (2015), FDI do have several positive effects which include productivity gains, technology transfers, and the introduction of new processes, managerial skills, and the know-how in the domestic market, employee training, international production networks and access to markets.

At national level, in Ethiopia, employee productivity in the private manufacturing industry appears not have been extensively researched and documented. However, employee productivity studies were conducted in Ethiopia by the researchers on different sectors. For example, Asmamaw (2011) explores the professional employees' productivity and retention practice in Ethiopian public sector and organization of ministries of finance and economic development. Research was conducted on staff productivity in international Non-Governmental Organizations (NGOs) a case study of International Rescue Committee (IRC) (Yared, 2007). In related to the above idea Afro-tision manufacturing company has two branches namely Burayu and Ethio Factory. Burayu Factory produces different type of Brick & Block and Ethio Factory produces Brick, Block, Metal Work, Wood Work and Aluminum Products. In 2006; 2007 and 2008 E.C. the owner of the company expands the factory & erected Woodwork; Aluminum machinery and metal work respectively. Considering of the above facts investigated by various researchers, Afro-tision Construction Private limited Company becomes dedicated to study how its employees can be active productive citizens in the organization so as to mitigate the reason of leaving the company and the reason staying in the company to attract other competent employees from the market and achieve the ongoing concern of the company. Therefore, there is a clear need to develop a better understanding of employee productivity (Kevin *et al.*, 2004). According to Ongori (2007) the value of employees' productivity to an organization is a very crucial element for the organization's success.

1.2. Statement of the problem

Employees are the main pillars and the most important factor in driving the success of the organization (Barako, & Brown, 2008). They are the people who have the function and ability to organize and manage the outcome of one certain assignment. In the manufacturing industry, employees are expected to demonstrate a very high performance in order to achieve the organization's mission, goal and objective each year which highly depend on the sales volume of their products and services (Ernest and Young, 2014). Afro-tision manufacturing company provides job opportunity for more than 900 employees and generates an average total amount of Birr 239,814,600.00 revenues and gross profit of Birr 70,000,000.00 per annual. Armstrong (2008), argues that the specific factors that affect employee productivity are company image; recruitment, selection and deployment; leadership, learning opportunities; performance recognition and rewards.

The Afro-Tsion Manufacturing Company in Ethiopia faces challenges in effectively assessing the effects of motivation on employees' productivity. There is a lack of a comprehensive framework for understanding and measuring motivation among employees at Afro-Tsion Manufacturing Company. This hinders the ability to accurately assess the impact of motivation on productivity. The company may struggle with implementing adequate motivational strategies tailored to the diverse needs and preferences of its workforce. This can result in varying levels of motivation and productivity across different departments or teams. Insufficient levels of employee engagement may hinder the correlation between motivation and productivity. Without active involvement and commitment from employees, the true effects of motivation on productivity may be masked. Afro-Tsion Manufacturing Company may face challenges in accurately measuring both motivation levels and productivity metrics. Lack of standardized measurement tools or inconsistent data collection methods could impact the reliability of assessing the relationship between motivation and productivity. The existing organizational culture at Afro-Tsion Manufacturing Company may not fully support a motivational work environment. Factors such as communication barriers, lack of recognition, or poor leadership practices could undermine the effectiveness of motivational initiatives.

In the manufacturing sector, and indeed, employee productivity should be geared to the benefits derived by organizations when they spend scarce resources attracting, selecting, training and developing employees (Newman and Thanacoody, 2011). Lack of employee productivity and commitment is attributed to lack of career growth opportunities, lack of promotion, training and development and poor remuneration and finally the collapse of the company, while management focus only more on ways of being profitable at a minimal cost to employee development.

Employee productivity can be caused by various factors which in turn can have impacts in the performance and the future competitiveness of the organization. These causal factors can be insufficient growth opportunity or lack of promotion, informal employee relationship with supervisors, intrinsic and extrinsic values or factors, lack of training development and career planning, lack of mentoring and coaching. These factors may lead to employee low morale and employee productivity which on the other hand may affect the organization by causing low organizational performance, loss of experienced employees, high administrative hiring costs and shift of customers to other organizations.

1.3. Research questions

1.3.1. Specific research questions

- What are the intrinsic motivation factors that influence employee productivity in Afro-tision manufacturing company at Burayu Town?
- What are the extrinsic motivation factors that trigger employee productivity Afro-tision manufacturing company in the case of Burayu Town?
- What are the employees' productivity measures in Afro-tision manufacturing company at Burayu Town.

1.4.Objectives of the study

1.4.1. General objective

The general objective of this study was to assess effects of motivation on employee productivity of Afro-tision manufacturing company in the case of Burayu Town.

1.4.2. Specific objectives

- To analyze the effect intrinsic motivation factors that influence employee productivity in Afro-tision manufacturing company at Burayu Town.
- To analyze the extrinsic motivation factors that trigger employee productivity Afro-tision manufacturing company in the case of Burayu Town.
- To assess the employees' productivity measures in Afro-tision manufacturing company at Burayu Town.

1.5. Scope of the study

This research was geographically delimited to assess employee productivity of Afro-tision manufacturing company at Burayu Town only. Thematically, the study was focused on the triggering factors of employee productivity of the manufacturing industry. The research will be more fruitful if it was conducted on a wider scale of the country. Due to time and financial constraints cannot be undertake exhaustive just involving all branches and units of the Afro-tision manufacturing company. Thus, the study is confined to assess employee productivity with service quality only targeting employees of Afro-tision manufacturing company at Burayu. This study results can be used as the representative of the entire country at large.

1.6. Limitation of the study

In the course of this research, the researcher may be encountered problems such as follows; Difficulty in accessing information from respondents in timely bases, respondents may be unwilling to give help as to give relevant information for the research. The other potential limitation of the study was time constraint to finish within the given period of time. This may affect the time in which this research is supposed to be finished in the time provided manners. In addition, it was difficult for the student researcher to conduct research having a wide scope like employee productivity.

1.7. Significance of the study

This study can help to determine how motivation affects employee performance levels and may lead to the development of strategies to increase productivity in the Afro-Tsion manufacturing company. Understanding how motivation affects performance can help improve efficiency and effectiveness throughout your organization. This study can reveal how motivation affects employee engagement. Employee engagement is essential to job satisfaction, retention, and employee engagement. The results of this study may help improve performance management practices within companies, thereby leading to increased employee motivation and productivity. By increasing employee motivation and productivity, Afro-Zion Manufacturing Company can increase efficiency and effectiveness and gain a competitive advantage in the market. The results of this study can inform strategic decision-making processes related to human resource management and lead to more informed and effective policies and practices. This study can contribute to the existing body of knowledge on the relationship between motivation and performance, especially in the context of the Ethiopian manufacturing industry. The results can serve as a basis for similar studies in other organizations and sectors and provide a basis for evaluating the impact of motivation on performance. By understanding how motivation affects performance, companies can take steps to improve employee happiness and satisfaction. Improving employee productivity through motivation has broader social and economic impacts, driving growth, job creation, and prosperity for communities and countries as a whole. Moreover, the study proposed important recommendations and strategies for increasing employees' productivity.

1.7.1. Academician/Researchers

The findings of this study will assist academicians in broadening of the prospects with respect to this study, then providing a deeper understanding of the determinant to assess the factors of employee productivity in the manufacturing industry.

1.7.2. Afro-tsion manufacturing company

The findings of this study will help the human resource management of the organization and others, within an insight to benefit the organization and its employees using different to predict the factors that affect employee productivity of the company and design remedial actions to exploit better performance of the employee just increasing productivity. Finally, the information produced from this study is expected to add some values for decision and policy makers with respect to determinant factors of employee productivity.

1.8. Organization of the thesis

This research was organized in five chapters. Chapter one was introduction which covers background of the study, research problem, research questions, objectives of the study, and the significance of the study. Chapter two was devoted to presenting a review of the literature related concepts of motivation and productivity, theoretical framework, previous studies on motivation and productivity, gaps in existing literature to conceptual issues. Chapter three covers the research design, sampling techniques, and data collection methods and data analysis. Chapter four covers presentation the result and interpretation of the finding. The final chapter assesses the findings of this study, draw the conclusion and important recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Conceptualizing employee productivity

Work is an important event, a fact that is inevitable in the life of an individual in whatever format is done, it is an activities and source of satisfaction one needs. The general assumption is that an adequately motivated worker will in turn give in his or her best towards the attainment of a general consensus. Consequently, when a worker is motivated the question of poor performance and inefficiency was a forgotten issue in an organization. Managers who are successful in motivating employees are made often providing an environment in which appropriate or adequate goals called incentives are made available for the needed satisfaction of the employee. Since employee productivity has become the most widely studied phenomenon in organizational behavior research, there are many definitions in the literature regarding the term employee productivity. Indeed, thousands of researches have been conducted on employee productivity (Cohen, Granot, Shilovsky and Yishai, 2007; Vakola, Tsaousis and Nikolaou, 2004). The term employee productivity is often used to describe the in and out of the employee in the organization. However, Rion (2009) and Beam (2009) had defined employee productivity as a ratio comparison of the number of employees an organization must replace in a given time period to the average number of total employees.

In some studies employee productivity also indicates that productivity does not only include the voluntary termination of employment but also the involuntary termination of membership of and organization. According to Robbins (2003) definitions productivity is the voluntary and involuntary permanent withdrawal from an organization, and a high productivity rate results in increased recruiting, selection, and training costs. However, this study will focus on voluntary productivity.

2.2. Knowledge worker productivity

Knowledge worker is a term first introduced by Peter Drucker in the 1950's to distinguish a worker who develops concepts, thoughts, and ideas into company assets as distinguished from the manual worker in the manufacturing environment. Others have described knowledge workers as those with high levels of experience, education, or expertise whose primary purpose in their job is to apply or disseminate knowledge (Davenport, 2005) or those who explore and generate ideas or concepts rather than focus on a single process or operation (Brand, 2009). Drucker was concerned with the concept of knowledge worker productivity as the largest management challenge of the 21st century economy and was developing the concept against the backdrop of a significant rise in manufacturing productivity in post-World War II America. More recent research has focused on knowledge management as a key to a company's competitive advantage (Mitchell, 2009).

2.3. Corporate influences and impacts to productivity

While the workplace has impacts to employee productivity, there are a number of other elements which interact to influence an employee's ability to perform well. Organizational psychologists contend that individuals require some element of personal control over their environment, need the ability to utilize their specific skills, and have the organizational support to deliver results with those skills while also be compensated fairly (Clements-Croome 2006). BOSTI conducted research of over 13,000 individuals across many industries to assess design factors and asserted the effects from technology; reward systems, direct supervision, and work/life balance had a 76% impact to job productivity but that the workplace still had a significant 24% impact. For the workplace design BOSTI concluded that support for distraction-free individual work in addition to support for impromptu interactions were the two most important factors for not only job productivity, but also for individual performance, and team performance (Olson 2002). The model depicted in Figure 2 describes the business context in which productivity must be considered, and was developed based on the literature review and supplemented with the researcher's experience.

2.4. Productivity measures

Measuring knowledge worker productivity is difficult. It is hard to quantify the quality, result, or impact of an idea, solution, or other intangible work product. As an example, the software development discipline has implemented measures such as “lines of code” and then abandoned those measures when it became apparent it had nothing to do with the quality or effectiveness of the resulting software programs. Other processes to measure productivity in the software development life cycle have been attempted, but none can claim success. In the world of attorneys, a common metric has been “billable hours”, but that is not representative of how effective a law firm is at resolving a matter and therefore has lost favor as a true productivity measure.

2.5. Career development effect on employee productivity

Career development is defined as the organized, formalized, and planned efforts of individuals within an organization so as to achieve a balance between an individual’s career needs and the organization’s workforce requirements (Puah and Ananthram, 2006). According to Dwomoh and Korankye (2012) argue that when an organization commits its resources to help develop their employees’ career goals, employees was in turn feel obliged to commit their time to the organization hence improving organization productivity.

According to Arthur (1994), career development is a multifaceted concept that can carry both purpose and a sense of meaning to an employee’s life. It also includes ideas of progression and development both at work and at a personal level in this way; it embraces ideas about lifelong learning as well as skills development. On the other hand, Armstrong (2009) defines staff productivity as the permanent departure of employees from an organization. Testa (2008) agrees with Armstrong and further adds that the departure of the employees is in terms of human capital loss to the organization. Similarly, Agnes (1999) defines employee productivity as the comparative ratio of the number of employees an organization must replace in a given time period to the average number of total employees within the organization in the same period of time. Dwomoh and Korankye (2012) argue that there exists a significant correlation between career development and employee productivity in the manufacturing sector.

2.6. Training and development on employee productivity

According to Duggan (2011), organizations that want to strengthen their employee base and elicit commitment, must invest in the training and development of their employees. Training is defined as the systematic planned effort to facilitate employees' acquisition of job-related knowledge and skills so as to improve productivity (Noe, Holleneck, Gerhart, and Wright, 2006). Wan (2007), states that comprehensive training optimizes an employee's commitment to an organization. Sherma (2006), on the other hand argues that by creating opportunities for employee training and development, organizations increase the chances of their employees' ability to thrive in the market. Similarly, Testa (2008), echo the same sentiments that employees' skills development through training enhances their competitive advantage in the labor market hence their confidence of their job security. Once organizations like organizations have increased employees' productivity through training and development, the resultant effect usually tips in favor of loyalty to the organization, which significantly improves employee productivity (Butler, 2001). Wan (2007) argues that the only strategy for organizations that can radically improve their workforce productivity, and improve employee productivity is through comprehensive training and development.

Mahamad *et al.*, (2011), on his empirical study of the Pakistan manufacturing industry, argues that by boosting the training and development activities of employees within the manufacturing sector, employees do get motivated to stay with the organization. Mostly this is not out of attrition, but rather out of a sense of purpose and belonging. Organizations therefore have to invest in critical manufacturing skills and competencies that will enable their employees to function at a competitively advantaged level (Steel, Griffeth, & Hom, 2002)

In the manufacturing sector, Batt (2002) argues that high-involvement of employees in training directly and positively correlates to employee productivity. Woodruffe (2010), on his research on impact of training on employee's productivity in the manufacturing sector in the UK found that training, education and development are critical to the career development of an employee. The more an employee feels that his/her career goals are being addressed by an organization, the more their commitment and loyalty to the organization. Equally, a study by Babakus, et al., (2003), on retention in Nigerian organizations found that organizations that provided employee training sent a signal to employees that management is committed to their retention.

Of significance to note is the study by Griffeth, and Hom (2002), which revealed that lack of training and career development opportunities were the most cited reasons for employees' productivity in an organization. Notably, Griffeth, and Hom (2002) findings were similar to the study of Bassett and Lioyd (2005) that concluded that an increase in high performance within Nigerian organizations was as a result of the organizations having a concerted effort in training their employees; this resulted in low employee productivity. The implication therefore is that, organizations that provide training to their employees will to a large extent, improve employee productivity.

2.7. Career growth opportunities

According to Mayrhofer *et al.* (2007), career growth opportunity is the availability of chances that an employee encounters or wishes to encounter so as to enhance their career's upward mobility. Most often, these opportunities are provided by the organization that the employee works for. Alternatively, the employee can still find these opportunities elsewhere, particularly those in the employee's career life. The reason as to why most organizations do not provide career growth opportunities is related to cost element. According to Chang (1999), organizations are faced with contrasting dilemmas for the career growth of their employees, whilst they try to forge strategies for productivity containment and cost reduction. Chang (1999), argues that employees who seek career growth within the organizations they currently work for, have a higher affinity for career growth opportunities than those who do not.

There exists a strong correlation between career growth opportunities and employee productivity (Puah and Ananthram, 2006). Chen *et al.* (2010) argues that the strong correlation between career growth strategies and employee productivity are meant to optimize both the effectiveness of employee's careers while at the same time enhancing organizations growth objectives. Organizations that lack a contingency plan in managing their employees' career growth, most often suffer the consequence of employee productivity (Armstrong, 2009).

According to Jones and McIntosh (2010), understanding the worth of employees' career, and enhancing mechanisms for the growth and development can significantly improve productivity intentions, and eventual productivity. Duffy *et al.* (2011), argues that organizations that place obstacles in employee's career development stand a greater chance of funneling disgruntled employees who would quit the organization at any best available opportunity for growth. Samuel (2010) equates moving up the organization to moving out of the organization and counts for basic career growth that can trigger productivity. However, Feldman and Nigel (2008), extrapolates an argument by stating that employee productivity could also be necessitated by opportunity for advancement or promotion outside the organization. Usually, employees with a higher affinity for growth opportunities would prefer other organizations which may offer them such opportunities or better opportunities with increased compensation packages.

2.8. Mentoring and employee productivity

According to Richard *et al.*, (2009) mentoring is a reciprocal, usually long-term relationship that exists between employee and mentor. The mentor contributes by sharing their career life, challenges, opportunities, their expertise, role development, and offers formal and informal support with intention to influence the protégé career (Levenson *et al.*, 2006). According to Samuel (2010), mentoring plays an important role in curtailing employee productivity in organizations. Researchers who have studied the mentoring and employee productivity argue that there is a significant correlation that needs to be explored further (Donald, Hollmann, and Gallan, 2006).

In mentoring, various researchers have argued that employee's relation with the supervisor, performance appraisals and working conditions adversely influence the propensity for employee productivity (Brashear *et al.*, 2006; Pullins and Fine, 2002). Similarly, research done by Levenson *et al.* (2006), Richard *et al.* (2009), and Brashear *et al.* (2006) indicates that there is a significant correlation between mentoring and employee productivity in the manufacturing sector.

According to Samuel (2010), the relationship that is developed between mentor and protégé“ usually establishes a lasting bond that enables employees to enhance their commitment to an organization. In research done by Richard, *et al.* (2009), on mentorship in the manufacturing sector, he contends that organizations that develop effective mentoring programs have a positive significant relationship with employee productivity.

According to Levenson *et al.* (2006), and Jones and McIntosh (2010) organizational structures that embrace mentoring programs usually give a sense of progressive career structures than those that do not. They further argue that for an organization to foster, attract and retain employees, they have to ensure that employee development is paramount in their objectives. One of the ways this can be done is through institutionalization of mentoring and coaching programs.

Samuel (2010), contends that most organizations do pay more attention of employee“s performance appraisals as a way of measuring performance. He argues that the employee performance is tied to employee productivity, which is tied to coaching and mentoring. Mentoring helps build the consistency from employee and the organizations, that there exists a mutual relationship that not only cares for the objectives of the organization, but also for the goals and career ambitions of the employee. Jones and McIntosh (2010), and Samuel (2010), argument by asserting that there is a significant relationship between employee coaching and mentoring and employee productivity at organizations. The precept for the argument is built on the premise that satisfied employees are committed employees (Levenson et al., 2006). Committed employees are loyal to organizations objectives (Grosskopf and Atherman, 2011). Equally, Richard *et al.* (2009) contends that mentorship and coaching develops lasting relationship that quenches hostilities between supervisor and employees, or manager and employees, thereby establishing a conducive working environment that improves productivity.

2.9. Employee relationship with supervisor

According to Richard *et al.* (2009) argue that there is a significant correlation between office relationships between employees and the supervisor. There are cases where supervisors can be cruel in the manner in which they assign responsibilities, work, or the way they micromanage employees. Such toxic environments create sufficient reason that leads to employee productivity. Thomas and Tymon (2009) research on millennial employees argue that millennial do often want supervisors who can empower them for greater success in their careers. Failure to fulfill this condition, organizations find themselves shrouded with cases of disgruntled employees that leads to high productivity (Tareef, 2012).

According to Jaffari, (2011) the manufacturing industry's high level systematic approach to rules, financial prudence, and employee productivity, often cripples the concept of supervisors-employee autonomy. Mentorship in the manufacturing system does therefore, and in rare occasions grant mentorship that grants employee autonomy. Lack of this autonomy leads to micro-management which breeds supervisor contempt, and hence increases in employee productivity (Khattak, 2011). The concept of mentorship is supposed to enhance a mutual relationship that builds trust for employee commitment (Firth *et al.*, 2007). Firth (2007) contends that the belief that mentorship autonomy decreases productivity doesn't hold true in the manufacturing sector.

Equally, Mbah and Ikemefuna (2011) and Jaffari (2011) states that assertion that millennial employees prefer directions and management, while at the same time demanding freedom and flexibility to have work responsibilities and duties done in their own way holds significant credence. The extent to which the mentoring supervisor grants the freedom, determines the rate at which the organization will experience productivity. Kuvaas and Dysvik (2012), reports that the employee's supervisor in the manufacturing sector is the most influential person from whom the employee experiences intrinsic rewards. To the extent that if the relationship is sound and warm it determines employee retention, but to the extent that it's not, it determines employee productivity (Avey *et al.*, 2010). In employee-supervisor relationship, it is of necessity that employees' personal strengths, uniqueness, and rights be treated as primary elements that improve productivity (Ghosh and Sahney, 2010). Consequently, in the manufacturing industry, the effective training of supervisors in managing employees has a direct correlation with the

ultimate employees' job performance and productivity (Kuvaas and Dysvik, 2010). It is imperative that as a mentor to employees under their domain, supervisors should endeavor to make appreciative positive contribution that enhances employees work experience and productivity, hence lead to improvement in productivity (Armstrong, 2009; Ashar, 2013; Brashear *et al.*, 2008).

Karl, Pelucette, and Hall (2008), equally argue in the affirmative that an effective supervisor–employee relation has a direct correlation with employee productivity in the manufacturing sector. The argument they make is built on the precept that supervisors facilitate professional development of employees; hence their ability to consistently model, autonomy and growth enhances employees' commitment to organizations. Various other researchers found out that employee's perception of the nature of supervisory support had a direct impact on productivity intentions, and eventual productivity of employees from their organizations (Allen *et al.*, 2004; Butler, 2001); Choi *et al.*, 2012). An argument can therefore be made that supervisors' knowledge in guiding, shaping and transforming employees as well as their perceived attitudes and behavior towards employees' have a significant impact on employee productivity (Karl *et al.*, 2008).

2.10. Performance evaluations

Performance evaluations usually provide employees feedback and opportunity for mentoring with their supervisors. Performance evaluations provide sufficient opportunity where employees get to establish their work plans, objectives, and goals under the tutelage of their supervisors. Cleveland *et al.* (2003) argues that if employees perceive that the kind of evaluations are skewed negatively towards them, or that they don't get sufficient feedback from their supervisors on expectations, performance, and goal setting, employees get frustrated. In the manufacturing sector performance evaluations are usually tied to employee and their superior. Failure to have employee performance evaluation discrete can be the source of acrimony between employees and their supervisors who are to have oversight and mentorship role over them (Pritchard and Payne, 2008).

Similarly, Cleveland *et al.*, (2003) argue that manufacturing sector appraisals, just like any other sector, are used to evaluate an employee's performance and to make decisions on promotions, demotions, or even termination. The appraisal system can be an instrument for progressive

performance or for punishing employees based on how the appraisal is designed (Bernardin, 1984). If the appraisal system is perceived by employees to be arbitral and punitive, the resultant effect: is massive productivity (Ahmed *et al.*, 2012).

Ishaq *et al.* (2009) organizations use performance appraisals to administer end year bonuses to their employees". Most often than not, there are employees who feel disfranchised on bonuses as a result of bad appraisal reviews. The resultant effect is loss of morale and eventual productivity. The degree to which employees perceive fairness in the appraisal system and the rewards accrued to it determines their organization commitment or productivity intentions. (Dechev, 2010; Franken, 2012). Some researchers argue that appraisals determine job productivity levels, which eventually translate into productivity of employee or their commitment to an organization (Ahmed *et al.*, 2012; Arbaiy and Suradi, 2007).

The primary purpose of appraisals is positive performance inducement (Brown *et al.*, 2010). However, (Lunenburg, 2010) argues that it does not necessarily induce the desire defect of inducing the performance and growth desired, but instead, apprehension, demonization and employee productivity. Manufacturing sector operational effectiveness has for a greater part been hinged on employees" ability to commit to training, development, and understanding of the manufacturing operations. In as much as it is desirable to ensure that these traits have been adhered to, appraisal is one of the mechanisms that organizations can assess to ensure compliance (Dechev, 2010). Unfortunately, organization managers are at times reluctant to effectively administer appraisal for fear of the inherent purpose in terms of terminating underperforming employees, or issuing reprisals and warnings. Most often, employees under warnings or reprisals increase the productivity rate as they fear their future with the organization is not guaranteed (Mbah and Ikemefuna, 2011).

Similarly, as had been argued by Ishaq, *et al.* (2009), unfairness in performance appraisals negatively impacts the attitude of employees" productivity to manufacturing institutions. Several research such as Poon (2004), Ishaq, et al., (2009), Dechev, (2010), Franken (2012) indicates the existence of a strong relationship between how mentoring process in conducting performance evaluations influences employee productivity in the manufacturing sector.

2.11. Rewards system and employee productivity

According to Zhou et al., (2009), rewards system are mechanisms through which organizations show appreciation towards employees for their commitment, performance, skills, knowledge or loyalty towards the organization. For the purpose of this study, the research will focus only on salary and bonuses within the manufacturing sector at Imperial organization. O'Reilly et al., (1980) uses intrinsic motivation theory to argue that organizations rewards system significantly enhances employees' commitment to their organizations, or significantly enhances productivity rates. Salary is the monthly payment an employee gets at the end of every month as payment for work done. Bonuses on the other hand are monetary rewards over and above the salary an employee gets at the end of the year. Most often, bonuses are based on organizations profitability, and an employee is rewarded based on the level of their contribution to the attainment of the profitability. It is a profit-sharing mechanism with employees. Zhou, et al., (2009), argues that promotion is the upgrading in level of responsibility, salary and other benefits based on the level of employee's skills, knowledge, and their performance at the organization.

According to Foon, et al., (2010), salaries, bonuses and promotions are tangible rewards systems that can enhance or deter employee productivity in the manufacturing sector. The extent to which employees are remunerated correlates with productivity rates within organizations. Equally, Zhou, et al., (2009) argues that organizations policy on salaries, bonuses, and promotions must be professional, otherwise it will result in favoritism, and nepotism which precipitates employee disgruntlement resulting in employee productivity, particularly for the aggrieved employees. Foon, et al., (2010), further argues that organizational reward system forms the bedrock from which organizations form basis for rewarding employee when the reward system is perceived as punitive, employee productivity surges. Employees tend to leave the manufacturing system to other organizations that do offer more competitive packages than organizations they are working for (Babakus, Yavas, Karatepe, &Avci, 2003). However, organizations with perceived better rewards system do attract and retain employees, thus increasing productivity intentions, and actual employee productivity.

According to Zhou, et al., (2009), organizations that don't foster reward systems that are structured on empirical and research do suffer from subjective rewards systems, rather than objective rewards system. According to Adeniji, Osibanjo, and Abiodun (2013), subjective

rewards system is usually designed from a single prism, management prism. The desire of organizations under subjective rewards systems is to enhance profits and organizational performance at all costs. Employee's needs are not the priority within organizations objectives. Most organizations consider salary as an adequate reward, and employees should be grateful they get paid.

Adeniji, Osibanjo, and Abiodun (2013) further argue that objective rewards systems are designed to not only enhance organizations performance objectives, but also to advance employees goals. Some of the rewards employees consider objective include career growth opportunities, promotions, health facilities, pension facilities, bonus facilities among others. According to Mitchell et al., (2014), objective rewards systems constitute the intrinsic rewards. Intrinsic rewards are basically the motivations that employees appeal to depending on their different stages and levels of needs and wants (Choi, et al., 2012). The Maslow hierarchy of needs defines what most employees require as motivation. According to Adeniji, Osibanjo, and Abiodun (2013), organizations that are able to articulate employee's hierarchy of needs have a higher rate of addressing them.

Addressing employees needs leads to satisfied employees who subconsciously pledge their loyalty to the organization, and as a result, leads to the improvement in employee productivity. Walia, et al., (2012) contends that managers most often focus on bonuses and salaries without conducting any survey within their employees to determine levels and hierarchies of needs. Using salary or bonuses alone might be counterproductive since this approach might not form intrinsic motivation for all employees. However, Choi, et al., (2012), argues that salaries and bonuses are an important part that forms both intrinsic and extrinsic motivation for most employees. They further argue that the segmentation of rewards over and above the salaries and bonuses is the one that differentiates employees „productivity.

According to Zhou, et al., (2009), organizations can enhance their rewards system by introducing incentives like medical covers for employees, fully paid for vacations, paid leave, paid study leave, flexi working arrangements and even promotions and recognitions. Managers who are astute at recognizing each employee's needs and reward them adequately have a higher rate of employee retention than managers who don't. According to Walia et al., (2012), organizations that show intention to care, or those that are perceived to show intention to care for employees

needs through rewards systems do gain employees commitment, loyalty, and hence, improves employee productivity. However, organizations that do have a perception of not caring for employees needs have a higher employee productivity rate. Zhou, et al., (2009), contends that there exists a strong positive relationship between organizational rewards system and employee's productivity. Literature in the following section examines the correlation between salary, bonuses and employee productivity.

2.12. Types of Motivation

2.12.1. Extrinsic Motivation

It is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organizational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long (Mullins, 2005; Armstrong, 2006) Bernard & Stoner (2005), proposes the following are incentives for employees: Salary, Wages and Conditions of Service: To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization.

Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant

motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success.

Katz, in Sinclair, (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if an information professional has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an indispensable strategy for motivating workers. The library organization must have good training program. This will give the librarian or information professional opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task. One-way managers can stimulate motivation is to give relevant information on the consequences of their actions on others (Olajide, 2000). To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another.

Firms often use hedonic goods or services as non-cash rewards; items that are associated with pleasurable experience rather than more instrumental or functional items (Dhar&Wertenbroch, 2000). When considering whether to exert additional effort in pursuit of a bonus award such as this, the employee must predict what the item offered is worth to them. The hedonic nature of the incentives triggers an affective reaction to the incentive that becomes a more salient attribute than the cash value of the incentive. This fact leads people to use their feelings as information

when determining the value of the incentive (Hsee, 1996a; Loewenstein, Weber, Hsee, & Welch 2001; Schwarz & Clore, 1988).

Because these feelings are difficult to monetize, cognitive and motivational forces allow for the perceived value of the awards to be inflated. For example, research on motivated reasoning has found that people tend to imagine bestcase scenarios when imagining the consumption utility of a hedonic reward (Kunda, 1990). This means that thoughts about a trip to Hawaii will be about lying on a beach with a Mai Tai rather than any possible negative aspects of the trip (e.g. stopping the mail, finding a pet-sitter, long flying time, or possible bad weather). Even though the thought of a cash bonus may be emotionally charged as well, the economic value of money is more easily calculated. This makes a cash award less prone to the biases which inflate the perceived utility of a hedonic nonmonetary award. When an item is evaluated on its affective value, its predicted utility is also more ambiguous than that of cash. Cognitive dissonance reductions suggests that if an employee is working hard to achieve the award, then he or she will attempt to convince themselves that the award is worth a great deal to them, bringing their beliefs in line with their actions (Bem, 1967; Festinger, 1958; Quattrone, 1985).

2.12.1.1. Salary

According to Walia, et al., (2012) salary and associated benefits are an integral factor that influences employee productivity. The major reason why people work is to have an income in order to fulfill their basic survival needs such as food, clothing and shelter. Productivity through income earned further leads to employee retention. In the manufacturing sector, salaries offered to employees can easily form a competitive advantage for the organization enabling the organization to curtail any salary related productivity since the market would be unattractive to employees seeking to leave (Babakus, Yavas, Karatepe, & Avci, 2003). Researchers like Walia et al., (2012); Campbell, (1993) and Greenberg and Baron (2008) contend that the most common cause of high employee productivity in organizations is poor pay packages.

Further, they argue that when an employee is paid lesser than the going market rate, the propensity for productivity are increased exponentially as they are constantly searching and seeking other organizations who could offer better pay package. Grosskopf and Atherman (2011) similarly argue that an employee working for organization in a low-wage position with limited benefits has little to no incentive to stay with the organization. Conversely, Choiet al., (2012)

counters Grosskopf and Atherman (2011) argument by stating that while it is true that lower paying jobs experience high productivity, their productivity cost to the organization is negligible than employees in higher paying cadres. Choiet al., (2012) further argues that organizations should concentrate on employee retention strategies regardless of salaries. Franken (2012) on the other hand, holds to the view that employee productivity is as a result of salary scale; usually, employees quit or search for jobs that would pay them better than the previous ones. Franken weighs that argument that disparities with un-equal wage structures not only leads to demotivation and poor performance, but also to employee productivity. Two or more employees performing the same job duties, and responsibilities, but with differing salary rates usually breed discontent and productivity.

Usually, an employees' salary is a way of communicating to the employee about their value (Caudron, 1994). According to the theory of instrumentality, employees' remuneration is a source of power (Adeniji, Osibanjo, &Abiodun, 2013). It is important therefore, for organizations to understand the correlation salary payments have with employee motivation and productivity (Franken, 2012). However, salary compensation must be designed properly to eliminate contentions, and office politics. This can be done through standardization or professionally designed grades (Donald Jr, Hollmann, &Gallan, 2006).

2.12.1.2. Bonuses

Bonus payments are annual or by-annual payments that organizations give to their employees as a token of appreciation for good performance (Murphy, 1999). Bonuses are offered based on accounting performance of the organization. Organizations do offer bonuses from time to time (Tetlock, 2007). In the manufacturing sector, bonus payments are often pegged on a flat rate, fixed rate, wage rate or salary rate (Adeniji, Osibanjo, &Abiodun, 2013). The main objective of these payments is to enhance motivation and elicit loyalty and commitment to the organization. However, according to Mitchell et al., (2014), managers can arbitrarily decide not to pay bonuses even in a good financial year. The disparity between the bonuses that are paid and those that are not paid, and those that are paid to top managers usually elicit disquiet and eventual productivity from staff who feel disfranchised despite their performance.

Bandura and Locke (2003) on the other hand argue that bonuses in isolation do not constitute intrinsic motivation that can cause employee productivity. In their argument, they claim that

levels of motivation define employees' self-efficacy, from which they perceive realities of things like performance bonuses. Further they argue that employees on lower ranks of Maslow's theory in terms of security, food, shelter, are the once who might value any form of bonus, as it actually provides their valued motivation. The higher cadre of employees relies on other forms of intrinsic motivation to determine whether to leave an organization or not.

2.12.2. Intrinsic motivation

This is related to psychological rewards such as the opportunity to use one's ability, sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Psychological rewards are those that can usually be determined by the actions and behavior of the individual managers (Mullins, 2005). Intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside (Armstrong, 2006).

2.12.2.1. Non-material incentives

Also at the local level, non-materialistic social and intrinsic motivation can play a major role that needs to be explored. It is understandable that many people may be reluctant to be posted far away from home. Those used to urban life will find it particularly difficult to move to a remote area. In Thailand the challenge has been turned around into an asset by recruiting trainees from the very areas they were supposed to serve in. This approach was found successful. (Hongoro 2002) It also has the additional advantage that workers will be inserted into societies with a moral obligation to do a good job. It is akin to localizing informal accountability relations. A cautionary note, however, is that local environments also can be fragmented and tying service providers to their kin can work at the expense of others. Where it is possible to monitor actual performance, contract-type arrangements and the use of competition in the bidding process have proven useful. Intrinsic and moral motivation to serve the poor can cut across such divides, which is particularly important where monitoring is difficult. "A study of faith-based health care providers in Uganda estimates that they work for 28 percent less than government and private for-profit staff, and yet provide a significantly higher quality of care than the public sector (WDR 2004).

2.12.3. Intrinsic factors and employee productivity

Intrinsic factors refer to behavior that is driven by internal rewards. The psychological process that gives behavior purpose and direction in a purposive manner to achieve specified unmet needs (Locke, Gary & Latham, 1990). It is the internal drive to satisfy an unsatisfied need and the will to achieve (Ulrich 2007). Intrinsic motivation occurs when we act without any obvious external rewards. We simply enjoy an activity or see it as an opportunity to explore, learn, and actualize our potentials. (Coon & Mitterer, 2010). Employees are intrinsically influenced by job productivity, achieving and exceeding targets, cohesive team work, challenging tasks and need to have control and freedom over assigned duties and responsibilities. Intrinsic factors provide the reason why we perform certain activities for inherent productivity or pleasure derived in performing activities (Brown, 2007). Manufacturing operations are not necessarily implemented by professionals; there is always a mismatch between qualifications and functions performed by employees (Ernst & Young, 2014). Majority of job structures are filled by certain competencies rather than academic and professional qualifications; an example is an engineer heading operations and marketing departments. This creates an element of job Di productivity and morale killer among the qualified employees who may ultimately seek alternative career opportunities. Essentially, intrinsic factors increases when there is a gap between an individual's actual state and some desired state and there is an urge to improve this gap. Intrinsic motivation is driven by an interest or enjoyment in the task itself, and exists within the individual rather than coming from external pressure (Malone & Lepper, 2007).

Manufacturing business model are usually procedural, repetitive and boring in nature since they use simple and routine-based technology which enables its employees to continuously apply simplified and standardized operations that requires less creativity and innovation. Today's employees are unwilling to stay with employers for lengthy periods of time unless they have control and freedom over their work (Stairstep al 1991). Work environment therefore requires a lot of intrinsic factors that can influence higher retentions. Intrinsic factors are internally generated by employees and this includes goal directedness, human volition or free will, job productivity and desires. It is the internal factors that employees can control (Heider's, Bandura's, Deci & Ryan's, 1985). While employee retention is the focus in this research, employee productivity will deliberately be taken into prepositions since the management must

comprehend what causes productivity. Employee retention and productivity are under the direct control of the management (Stairs, et al, 1991). Organizations should strive to improve dissatisfies and by default increase intrinsic factors. Work environment (Malone & Lepper, 2007) must be very conducive to facilitate job productivity and achieve intrinsic factors. Creativity and productivity (Griggs, 2010) is linked with extrinsic motivation rewards such as bonuses these have great impacts on the influence of staff productivity. Organizations must get a balance between intrinsic and extrinsic factors in the work settings, so that a more rewarding, exploring (Myers, 2005) interesting and challenging tasks are experienced in the duties performed.

Employees can facilitate intrinsic factors by pursuing goals relating to their esteems. When performance feedback is available (Armstrong, 2005) control is maintained, cooperation, competition and recognition is enhanced and instilled in all the activities and tasks achieved. These events perceived as salient will determine the level of autonomy, competence and ultimately influence intrinsic factors (Horn, 2008). This autonomy and control are what current employees find more exhilarating in today's employment. Psychologist (Myers, 2005) demonstrated how external consequences influences intrinsic motivation, the theory focused on how competence and autonomy is influenced by external behavior. Management can positively enhance events like issuing an award for a job well done, certificates of performance so that intrinsic factors are improved. Similarly, actions perceived to diminish intrinsic motivation should be shunned in an organization (Armstrong, 2005). Feedback mechanisms during performance management provide a positive force in improving intrinsic factors that will later influence staff retention. The rewards and incentives (Fehr & Falk 2002) attached to performances have favorable implications on intrinsic factors. Long term effects rather than short term perspective must be considered to avoid detrimental implications on intrinsic factors and retention (Myers, 2005). Elements for arguments include comprehensive understanding of the relationship of intrinsic and extrinsic factors on employee relations and expected payoff between performance and monetary compensation (Armstrong, 2005).

2.13. Intrinsic Motivational Factors

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. Intrinsic motivation derived from within an individual or from the nature of the work itself, positively influences behavior, wellbeing and productivity (Ryan &Deci, 2000). These factors are discussed below;

2.13.1. 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.

Well-being is defined as a concept that encompasses physical, financial and psychological health, as well as a personal connection and a sense of belonging and not just the absence of an ailment r injury. It is an extensive ideology that takes cognizance of the individual as a whole as regards the physical and mental states of a person (Lu, Cooper & Lin, 2013). 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 works. 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. Baase (2009) 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 employee wellbeing through various health protection and promotion benefit programs. Most organizations even allow staff to take several days off due to illness without being deprived of their pay. Some even compensate members of their work force for not taking sick leave by giving them additional pay (Mathis, 2003). Shellengarger (2001), also agreed that managers give their workers paid time off, free lunch and relaxation times, vacations, leave etc. This is done with a view to ensure that workers stay healthy and motivated thereby increasing their levels of effectiveness and efficiency in the workplace resulting in high productivity.

2.13.2. Relationship with co-workers

An employee's relationship with co-workers describes the associations that exist between workers of equal levels on the hierarchy in an organization without any form of authority over one another. Workers who enjoy great support from their co-workers are highly industrious and find their workplace friendly. Cummins (2010) stated that employees who have a decent affiliation with their fellow workers are usually prosperous and very productive in the workplace even when their jobs are very stressful. This means that a co-worker's support is very essential in minimizing stress. Mayo, Sanchez, Pastor and Rodriguez (2012) as well agreed that co-worker support is vital in aiding productivity in the workplace. Although, the relationship that exists among co-workers as well as managers in relation to support has seldom been considered, the kind of relationships a worker has in terms of support from his co-workers has a very strong influence on his performance and productivity levels (Schaubroeck, Cotton & Jennings, 2005).

A rational explanation of relations that exist amongst workers be it friendly or strictly professional has an impression on the level of effectiveness and efficiency of a worker which are elements of productivity. For instance, workers who enjoy support from fellow workers also have personal relationships outside of work and bond more with their co-workers tend to appreciate the workplace and hence perform exceedingly well and are highly productive in their

work as opposed to those with lesser support. Employees have a sense of belonging when they can comfortably request assistance from colleagues in the completion of certain jobs, which promotes unity (Mitchell & Ambrose, 2007).

Good relationships with co-workers are very effective in minimizing job stress and promoting harmony amongst the staff of an organization. This can be achieved through organized social functions aimed at promoting the bond between members of the workforce. Existence of effective relationships between employees and colleagues also ensures job satisfaction (Altinoz et.al, 2012).

Such relationships with co-workers create room for flexibility in work scheduling, division of workload among others. Co-worker interactions play a huge part in determining the conduct of workers as regards productivity levels on the job. When workers are pleased, it is generally due to the fact that they are contented with their jobs. This is also reflected in the quality of their work. Workers who derive pleasure in working with fellow workers are motivated beyond personal factors and are often engaged with their jobs (Robbins 2004). Consequently, workers who relate well and enjoy working with their colleagues particularly when engaged in team work are highly productive. Such workers tend to be more devoted and motivated as opposed to their equals who lack such relationships with their co-workers. That is to say they operate more effectively and efficiently with the success of the organization in mind (Hoobler& Brass, 2006).

2.13.3. Relationship with managers

A worker's relationship with his/her manager describes the level of relations that exist between workers and their superiors i.e. managers, supervisors or bosses at the various levels on the hierarchical structure in an organization even when managers have the capacity or possess a certain level of power over them. Workers who enjoy great support from their managers are diligent and find their workplace friendly. As employees are the pillars of the organization, managers must ensure that they have a cordial relationship with their workers based on trust and mutual respect if they are to achieve high productivity levels from them. Therefore managers are to ensure that deliberate and well-structured initiatives are utilized by their organizations to build foundations for solid relationships with their workforce (Rai, 2013).

Businesses and managers have a duty to cater for the needs of their workforce and this can be achieved by ensuring that employees are involved in decision making processes, receive feedback in terms of criticism as well as credit for their conduct and performances as well as enjoy personal or friendly relationships rather than strictly professional relationships with their managers (Sinha & Bajaj, 2013). Sustaining decent relationships with members of an organization's workforce is paramount and an effective way to closely monitor, evaluate and control the productivity gaps of the workforce. It also boosts the individual effectiveness, efficiency and productivity levels of workers because when managers take the time to build and improve relations as well as guide workers in their various roles, they will in turn produce more quality work. Only via such decent relations as well as a strong sensitivity in management can a unified entity be built (Chapman & Goodwin, 2001).

Certainly, in large establishments, staying connected with a huge amount of workers can prove to be an intimidating task. It may be true that members of a workforce have personal relations with their immediate bosses, however that doesn't always give the workers an assurance that their organizations care for them as individuals, therefore the kind of relationships employees share with their managers really matters as having a faithful and dedicated workforce can be very vital to an organization as having a loyal customer base (Gillenson & Sanders, 2005). Furthermore, it is appropriate for all organizations to have a suitable and effective employee relationship management as this promotes the personal employee interactions with fellow workers and their managers. Mutually respectable relations amongst staff have a positive effect on the success of the organization. Vineet, Sinha and Bajaj (2013) stated that good relationships with managers help in promoting commitment, high morale and confidence in the organization. It lays emphasis on performance, stability, growth and advancement of employees for improving an organization's competitive edge. It instills a sense of belonging and harmony amongst employees while creating room for the development of shared responsibilities which increases the confidence, determination, performance, productivity of workers. This in turn enables as well as encourages them to improve organizational productivity. In addition, it reduces organizational conflict, promotes trust and understanding amongst workers.

It is significant as it supports and fosters good manager-employee relations; it lessens organizational conflict at both individual levels and group levels and helps to build trust amongst coworkers and managers. Also in present-day circumstances where the value of respect and trust

are gradually diminishing, healthy relationships with managers or supervisors helps in securing the highest possible form of mutual respect and understanding amongst staff. It offers motivational inducements and aids to workers while improving the quality of work-life balance and minimizing stress. It does not only inspire higher levels of performance on the part of the members of the workforce but also on the organizational productivity levels as a whole. Other recognized favorable effects in most organizations according to Wargborn (2008) comprises: increased productivity, inspires innovation, cuts employment and training expenses and helps in managing resources creatively.

Workers ought to know what is required of them, not only in terms of their obligations and duties but also in standards of performance. Spector (2008), posited that an employee's relationship with his manager is also a basis for satisfaction. Employees value relationship with their managers as the most important aspect of relationship with management (SHRM, 2014). When relationship with managers are cordial, with the manager being understanding, communicating effectively and providing frequent feedback when necessary, giving much attention to staff, wellbeing and personal issues, the employee's productivity levels is likely to be higher (Lumley, Coetzee, Tladinyane & Ferreira, 2011). In conclusion, a good employee-manager relation contributes meaningfully to the progress of the organization and aids in creating a world class organization. Failure to build such relationships in any organization will have an adverse effect on members of the workforce which may lead to productivity gaps (Vineet et.al, 2013).

2.14. Extrinsic factors and employee productivity

Extrinsic factors come from outside the individual. Common extrinsic motivators are rewards like money and grades, coercion and threat of punishment. Extrinsic factors can be internalized by the individual if the task fits within their values, beliefs and therefore helps to fulfill their basic psychological needs (Maslow, 1943). Internalized extrinsic motivation will facilitate positive outcomes that improve productivity and job productivity. The most important aspect is a combined strategy that will facilitate productivity, retention of staff within the cost structure of organizations. Extrinsic rewards on staff retention will provide an outstanding perspective on how management can implement a winning combination of extrinsic and intrinsic factors that will increase job productivity, productivity and improve staff productivity.

Rewards must match achievement and competencies such that training, mentorship and skills enhancement will improve productivity and facilitate retention. Reward systems that are performance based and feedback-oriented increases employee's morale, productivity, loyalty hence improved retention and ultimately low staff productivity. Empirical reviews (Fehr & Falk 2002) have revealed that extrinsic factors like competitive salary, job security, interpersonal relations and conducive environment were cited by employees as key motivational variables that influenced their retention in the organizations. The desire for money, fame, and attention or the wish to avoid punishment is every individual wish and behavior is skewed towards this direction. The implication is that management shouldn't rely on intrinsic factors alone to motivate and retain employees; instead, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy. The hierarchical needs according to (Maslows,1943) should be packaged and tailor made such that extrinsic and intrinsic factors provides ineffective complimentary HRM practices are attractive in the labor market.

2.14.1. Salary and benefit

Numerous studies have investigated the impact of salary and benefits on employees' productivity. A study by Milkovich and Wigdor (1991) emphasized that compensation, including both salary and benefits, plays a crucial role in motivating employees to enhance their productivity levels. Employees perceive compensation as a reflection of their value within the organization, which subsequently influences their commitment and motivation to perform optimally (Armstrong, 2014).

Research conducted by Youndt *et al.* (2016) showed that competitive salaries and benefits are vital in attracting and retaining top talent within an organization. When employees feel adequately compensated for their efforts, they are more likely to exhibit greater job satisfaction and engagement, leading to higher levels of productivity and performance (Harrison and Wu, 2014).

2.14.2. Pension scheme and medical insurance

Research has shown that pension schemes and medical insurance play a significant role in influencing employees' productivity within organizations. A study by Mackey *et al.* (2018) highlighted that access to comprehensive pension schemes can contribute to employees' sense of financial security, reducing stress levels and increasing their focus on work-related tasks. This peace of mind regarding retirement benefits can lead to improved job satisfaction and overall productivity among employees (Albrecht and Dean, 2015).

Similarly, providing employees with robust medical insurance coverage has been linked to higher levels of productivity. Research by Zhang and Zheng (2019) demonstrated that employees who have access to quality healthcare benefits are more likely to seek timely medical treatment, leading to improved health outcomes and reduced absenteeism. Additionally, a sense of well-being resulting from adequate health insurance coverage can foster a positive work environment and enhance employees' commitment to their roles (Kumar and Ahmed, 2017).

In conclusion, pension schemes and medical insurance are essential components of a comprehensive employee benefits package that can have a positive impact on employees' productivity. Organizations that prioritize the well-being and financial security of their workforce through these benefits are likely to experience enhanced job satisfaction, reduced turnover, and improved productivity levels.

2.14.3. Leadership style

Leadership style has been widely recognized as a critical factor influencing employees' productivity and performance within organizations. Research suggests that the leadership approach adopted by managers plays a significant role in shaping the work environment, employee motivation, and overall productivity levels.

Transformational leadership, characterized by inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence, has been associated with higher levels of employee engagement and productivity. A study by Avolio *et al.* (2013) found that transformational leaders foster a sense of purpose and vision among employees, encouraging them to go above and beyond in their roles and contribute actively to organizational goals.

Conversely, autocratic or micromanaging leadership styles have been linked to decreased job satisfaction and lower productivity levels among employees. Research by Riaz et al. (2018) highlighted that authoritarian leadership inhibits employee autonomy and creativity, leading to disengagement and reduced performance.

Moreover, servant leadership, which focuses on serving the needs of employees and empowering them to reach their full potential, has been shown to have a positive impact on employee productivity. A study by Liden et al. (2014) demonstrated that servant leaders create a supportive work environment, build trust with their teams, and foster a sense of psychological safety that encourages innovation and collaboration.

In conclusion, the leadership style adopted by managers significantly influences employees' productivity. Transformational and servant leadership styles have been associated with higher levels of engagement, motivation, and performance, while autocratic approaches can have detrimental effects on productivity and job satisfaction.

2.14.5. Good working environment

A positive and conducive working environment has been widely recognized as a key factor in enhancing employees' productivity and overall well-being. Research by Moloj (2005) highlighted the importance of job characteristics, such as autonomy, feedback, and task significance, in influencing employee motivation and performance.

Furthermore, the physical workspace, including factors like lighting, noise levels, and ergonomic design, has been shown to impact employee satisfaction and productivity. A study by Bakker *et al.* (2018) found that a positive work environment, characterized by social support, recognition, and opportunities for growth, was associated with higher levels of employee engagement and performance.

In conclusion, a good working environment plays a crucial role in fostering employee productivity and job satisfaction. Organizations that prioritize creating a positive and supportive workplace are likely to see improvements in employee motivation, retention, and overall performance.

Study Hypotheses

Based on the research model, the questions were answered by testing the following hypotheses:

H₀-There is no relationship between employee productivity against intrinsic and extrinsic factors.

H₁- There is relationship between employee productivity against intrinsic and extrinsic factors.

2.15. Conceptual Framework

Independent

Dependent

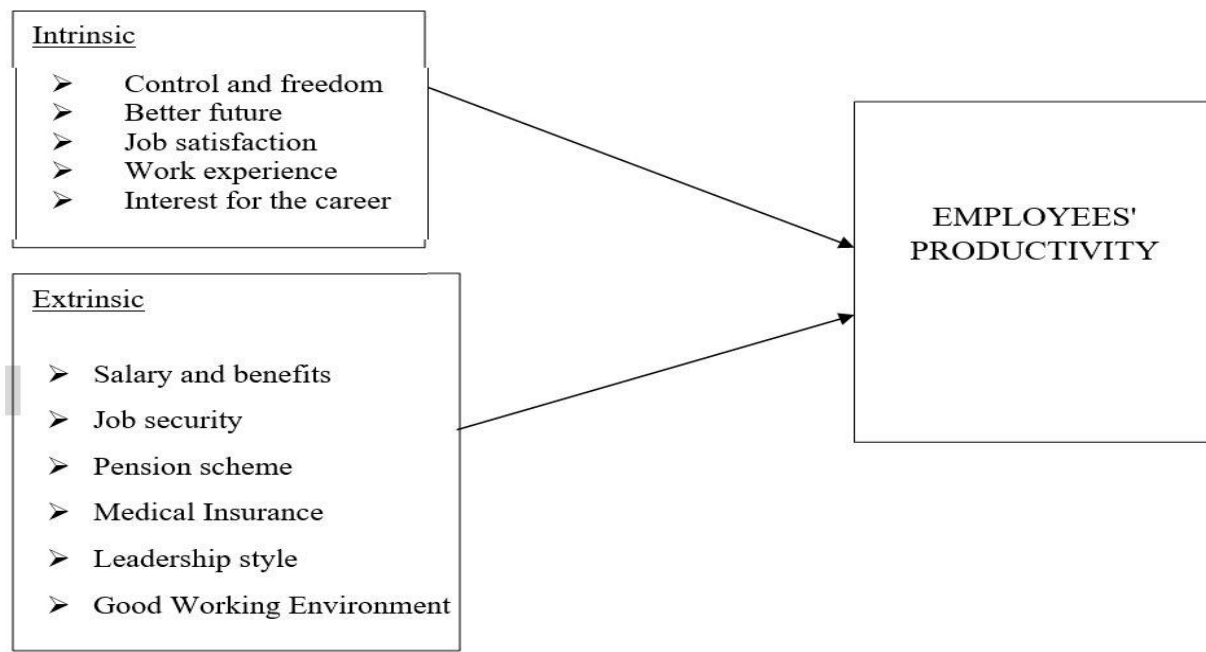


Figure 1 Meglino, B. M. Review and conceptual analysis of the employee productivity process. Psychological Bulletin, 1979, 86, 493-520

Employee productivity can be caused by various factors which in turn can have impacts in the performance and the future competitiveness of the organization. These causal factors can be insufficient growth opportunity or lack of promotion, informal employee relationship with supervisors, intrinsic and extrinsic values or factors, lack of training development and career planning, lack of mentoring and coaching. These factors may lead to employee low morale and employee productivity which on the other hand may affect the organization by causing low organizational performance, loss of experienced employees, high administrative hiring costs and shift of customers to other organizations.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

Introduction

This chapter clarifies the research methodology used in this study. It covers, research design and methodology, tools and sources of data collection, data collection instruments, target population, sample size and sampling techniques and methods of data processing and analyzing.

3.1. Research study site

This research is geographically delimited to assess employee productivity of Afro-tSION manufacturing company in the case of Burayu Town. Thematically, the study focused on the triggering factors of employee productivity of the manufacturing industry. The research could be more fruitful if it was conducted on a wider scale of the country. Due to time and financial constraints cannot be undertake exhaustive just involving all branches and units of the Afro-tSION manufacturing company. Thus, the study is confined to assess employee productivity with service quality only targeting of Afro-tSION manufacturing company of Burayu Town. This study results can be used as the representative of the entire country at large. Afro-tSION manufacturing company in Burayu Town has a sum total of 900 total employee (Feb., 2019 Organization's yearly book). Hence, to determine sample size for this study, the researcher decided to focus only the employees of Afro-tSION manufacturing company at Burayu Town.

3.2. Research design

Both descriptive research and explanatory research designs were used to conduct this study. Descriptive research design is used to describe characteristics of a group, such as employees' motivation levels and productivity at Afro-TSION Manufacturing Company. This design helps identify trends and make comparisons. The design was more of descriptive research, by which evidences about the phenomena was gathered, the processes captured and this study is targeted to assess employee productivity in the manufacturing industry. Kvale, S., 1996, descriptive research is conducted to clarify and research a better understanding of the nature of the problem.

Explanatory research design, on the other hand, aims to explain the relationship between variables, such as how motivation levels influence employees' productivity. This design involves testing hypotheses to understand the underlying reasons for the observed patterns. By combining both descriptive and explanatory research designs, researchers can provide a comprehensive analysis of how motivation affects employees' productivity at Afro-Tsion Manufacturing Company.

3.3. Research approach

The research approach used to assess the effects of motivation on employees' productivity at Afro-Tsion Manufacturing Company would typically involve a quantitative research approach. This approach involves collecting numerical data and analyzing it statistically to measure the relationship between motivation and productivity. Vale, S. (1996), considers research as a process of collecting, analyzing and interpreting information to provide solutions to the problems. The study was predominantly using quantitative data in which data was collected from selected groups. Due to the nature of data required for the assessment, quantitative method of inquiry was found meaningful which allow gathering data using different techniques from target groups.

3.4. Data sources and sampling

3.4.1. Sources and type of data

The data gathered for the study both from the primary and secondary/document sources shall have a quantitative nature only. The primary data were gathered through questioner survey. Secondary data sources that could be used to conduct research on assessing the effects of motivation on employees' productivity at Afro-Tsion Manufacturing Company may include: Company reports and records on employee performance and productivity; existing studies and research articles on motivation and productivity in the manufacturing industry; industry reports and publications related to employee motivation and productivity; government statistics on employment, productivity, and labor trends and surveys and data from relevant organizations or associations in the manufacturing sector.

3.4.2. Samples and sampling techniques

Convenient sampling techniques were used for assessing the effects of motivation on employees' productivity at Afro-Tsion Manufacturing Company could include:

1. Surveying employees who are readily available and willing to participate.
2. Conducting interviews with managers or supervisors who can provide insights into employee motivation.
3. Observing employees in their work environment to assess their productivity levels.
4. Using existing company records and performance data to analyze the correlation between motivation and productivity. According to Krejcie and Morgan (1970), there is no need of using sample size determination formula for „known“ population since the table has all the provisions and one requires arriving at the required sample size. Therefore, the sample size of 900 employees of the Afro-tsion manufacturing company from Burayu branch is 269 according to narration of the following table.

Table 1. Table used to determine sample size of a known population

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

3.4.3. Target population

The target population for assessing the effects of motivation on employees' productivity at Afro-Tsion Manufacturing Company would be all employees working within the company across different departments and levels of hierarchy. This would include production workers, supervisors, managers, and other staff members who are directly involved in the manufacturing processes. Therefore, the total populations of the study were 900.

3.5. Tools of data collection

There are specific data collection instruments chosen for the study like Likert method of structured questionnaire.

3.5.1. Questionnaire

Questionnaires are used to collect data on phenomena like attitude, motivation and perception, which are not easily observed. When opinions rather than facts are desired, a questionnaire with a rating scale is usually employed. Structured questionnaires are designed to collect data from large number of employees. Structured questionnaires are simple to administer and relatively inexpensive to analyze over other instruments. The researcher planned to distribute and collect the questionnaires“ to and from respondents (employees of the organization) personally during working hour using convenient sampling method when respondents are willing to reply.

3.6. Techniques of data analysis

The study focused on descriptive statistics and inferential statistics, descriptive refers to a set of methods used to summarize and describe the main features of a dataset, such as its central tendency, variability, and distribution. These methods provide an overview of the data and help identify patterns and relationships. Inferential statistics use measurements from the sample of subjects in the experiment to compare the treatment groups and make generalizations about the larger population of subjects. The quantitative data were analyzed by using SPSS 25 Package Software program, mainly for descriptive statistics (frequency, percentage, and mean) and inferential statistics (correlation and regression). The interpreted quantitative data and the described quantitative data shall be integrated at the stage of analysis so that data presentation was corroborated by the facts generated from both sources.

The responses from the structured part of the questionnaire are based on Likert“s-scale of five ordinal measures of agreement towards each statement (from 1 to 5) as shown in the following sections. Accordingly, the respondents choose one of the following according to their understandings.

The mean score

$$MS_i = \frac{\sum (f \cdot s)}{N}$$

N

Where;

S = score given to each respondent;

F = frequency of responses to each score for each indicator;

N = total number of responses in the respective indicators.

<i>Chances of occurrence</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Slightly Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
<i>S c a l e</i>	<i>5</i>	<i>4</i>	<i>3</i>	<i>2</i>	<i>1</i>

Here, the mean ranges are:

For Strongly Agree= from 4.5 up to 5

For Agree= from 3.5 up to 4.4

For Moderately Agree = from 2.5 up to 3.4

For Disagree= from 1.5 up to 2.4

For strongly disagree= below 1.4

3.7. Validity and reliability

Qualitative data consist of words and observations, not numbers, as with all data, analysis and interpretation are required to bring order and understanding. This requires creativity, discipline and a systematic approach. There is no single or best way, and any of the following may produce narrative data that require analysis closed-ended questions and written comments on questionnaires and testimonial. Discussion group or focus group interviews, logs, journals and diaries, observations, documents, reports and news articles, stories and case studies (Cavana, 2001).

3.7.1. Reliability

Reliability refers to a measure of the degree to which research instruments yield consistent results (Mugenda and Mugenda 2003). In this study, reliability is ascertained by pre-testing the questionnaires with a selected sample of employees of the targeted company. Thus, 262 questionnaires were distributed to the staff of Afro-tision company, then the this research kept 0.05 margin of error and normally above 0.7 of alpha is acceptable, in this case the reliability analysis of Cronbach's Alpha is 0.931 for 38 items. So, Cronbach's Alpha shows that the questionnaires are more reliable to measure the result/outcome about the study.

Table 2. Summary of reliability statistics

Cronbach's Alpha	N of Items
0.931	62

3.7.2. Validity

The accuracy of data collected largely depended on the data collection instruments in terms of validity. Validity as noted by Robinson (2002) is the degree to which result obtained from the analysis of the data actually represents the phenomenon under study. Validity was ascertained by having all the objective questions included in the questionnaire.

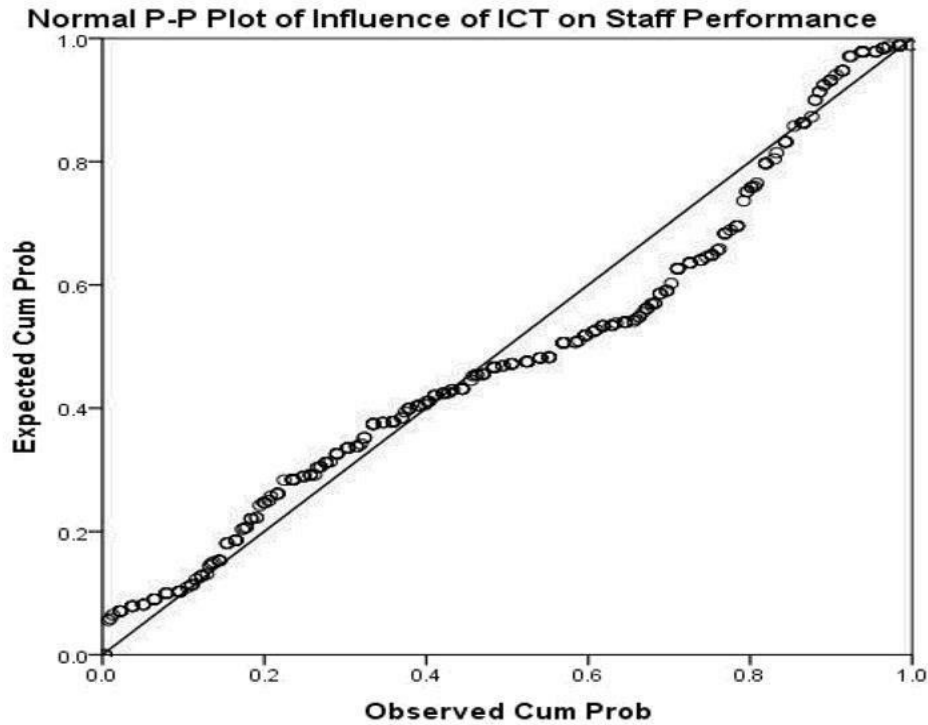


Figure 2. Normality test plot

3.8. Ethical considerations

The researcher that collects data/information from the respondents was treated with the strictest confidentiality and he was approached the respondents with ample respect and politeness. The collection of data was administered based on considering the respondents consent and convenience time and ethical considerations.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRITATION

This chapter contains the analysis of the data gathered from the respondents through questionnaire and the description of the respondents. The responses of the respondents were tabulated, changed into percentage and interpretation was given based on the percentage. This chapter describes the analysis and interpretation of the collected data. Out of the 269 questionnaires distributed to respondents and only 262 questionnaires were collected, the rest 7 of the questioner one way or another could not be returned from respondent and this shows 0.05 margin of error. Data collected from the survey questionnaire was analyzed using descriptive analysis, correlation & regression with the help of Statistical Package for Social Scientists (SPSS v. 20.0).

4.1. Demography characteristic of respondents

The two tables narrated that the general background of respondents, the respondents were asked about their age status and 6.9% (18) of the total respondents were in the age category of 20-29 years old, 26.3% (69) of them are coming from the age cluster of 30-39, 35.5% (93) of the respondents are in the age category of 40-49, 19.8% (52) of the total respondents were found in the age group of 50-59 and finally 11.5% (30) are above the age of 60. To find out the respondents' gender status, they indicated that 87.4% (229) of the respondents were male, but the rest 12.6% (33) of them were female. Here, the above table described that the educational background of the respondents, they were asked about their educational status and they specified that 113 (43.1 %) of the total respondents are in Elementary level, 41 (15.6%) of the respondents have certificate credential, 78 (29.8%) were in high-school, 21 (8.0%) have diploma and the rest of them 9 (3.4%) have BA/BSc degree, this infers respondents with better educational achievement were willing to express their attitudes in the process of the study due they have better understanding level for the proposed questionnaires and ready to express their feelings rather than less educated respondents.

Table 3. Demography characteristics of respondents

Respondent's Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	18	6.9	6.9	6.9
	30-39	69	26.3	26.3	33.2
	40-49	93	35.5	35.5	68.7
	50-60	52	19.8	19.8	88.5
	>60	30	11.5	11.5	100.0
	Total	262	100.0	100.0	
Respondent's Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	229	87.4	87.4	87.4
	Female	33	12.6	12.6	100.0
	Total	262	100.0	100.0	
Respondent's education level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Elementary	113	43.1	43.1	43.1
	High-School	78	29.8	29.8	72.9
	Certificate	41	15.6	15.6	88.5
	Diploma	21	8.0	8.0	96.6
	Degree	9	3.4	3.4	100.0
	Total	262	100.0	100.0	

4.2. Extrinsic Factors

4.2.1. Training and development

The above descriptive table 4 shows that large number (3.3) of respondents said as Afro-tSION Manufacturing Company provides them on job training and the mean indicates 3.33 of the agreement of respondents. Besides, majority respondents disagree (mean is 2.03) on the issue of trainings and trainings are not poorly organized, this implies that the trainings are well organized in the organization as the mean score 3.32 indicates on the way to strong agreement. Moreover, many respondents (3.25 mean score) agreed training and development programs have enhanced their career skills and then the agreed as training provides opportunities for their career development with the mean score of 3.34. However, few number of respondents strongly disagree (1.42 mean score) as they do not quit the company for lack of training. Generally, one-sample t-test result mean score is 2.95 which means majority respondents moderately agreed as Afro-tSION Company provides training and development programs that enhanced career skills of the employees; therefore, this infers the company provide occasional training and development for its employees to upgrade their skill and knowledge to perform well. The mean to describe the following statistics is 3 and the grand mean is 3.3.

Table 4. Descriptive analysis of training and development

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
The company provides you with Job training	262	3.33	1.155	.071
The trainings are poorly organized	262	2.03	.095	.068
The Trainings are well organized	262	3.32	1.163	.072
Training and development programs have enhanced my career skills	262	3.25	1.160	.072
Training provides opportunities for career Development	262	3.34	1.153	.071
You can quit the company for lack of training	262	1.42	.768	.047
Grand mean		3.3		

4.2.2. Career planning and development

The above table 5 narrates career planning and development of the institution and majority respondents agreed with the mean score of 3.48 as there is a well-structured career planning program at the company and respondents moderately agreed with mean of 2.95 as career plan enhances employees' commitment to the company. Moreover, the mean score of respondents is 3.16 in career planning employees' skills are matched with their job descriptions. Still, majority respondents moderately agreed with the mean score of 2.39 as there is an adequate job duty which enables to evaluate career plan. In addition, some respondents mean score is 3.13 as Career planning influences their growth within the company and the rest agreed with the mean score of 4.24 as Career planning influences employee turnover. In general, the grand mean result is 3.22, this infers or which mean majority of respondents agreed as there is career planning and development that influence growth within the company and it infers the company career planning and development definitely affect the performance employee. The mean to describe the following statistics is 3 and the grand mean is 3.3.

Table 5. Descriptive analysis of career planning and development

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
You have a well-structured career planning program at the company	262	3.48	1.164	.072
Career plan enhances employee's commitment to the company	262	2.95	.950	.059
In career planning employees' skills are matched with their job descriptions	262	3.16	.971	.060
Adequate job duties enable evaluate your career plan	262	2.39	.987	.061
Career planning is influencing your growth within the company	262	3.13	1.102	.068
Career planning influences employee turnover	262	4.24	.900	.056

4.2.3. Growth and opportunity

The table 6 describes the growth and opportunities of the organization and some respondents agreed as the company has policies that support employee career growth and the management supports employee career growth with the mean scores of 3.83 and 3.53 respectively. Still, the respondents moderately agreed with the mean scores of 3.01 and 3.07 as there is actual career growth opportunities exist in the company and promotions are fair and within the company. Moreover, majority respondents moderately agreed on the following statements like career growth opportunities are based on merit and the company's career growth is the best compared to the industry with the mean scores of 3.30 and 3.21. Besides, large number of respondents agreed with the mean scores of 3.23 and 3.70 as career growth and opportunities influences employee turnover and they do not quit the company if growth opportunities are not available for them. The grand mean difference of growth and opportunity is 3.4, this infers or which explains majority respondents almost agreed as there is satisfactory growth and opportunities in the company, this infers as there is good growth opportunity in the system of the company. The mean to describe the following statistics is 3 and the grand mean is 3.3.

Table 6. Descriptive analysis of growth and opportunity

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The company has policies that support employee career growth	262	1	5	3.83	.965
Management supports employee career growth	262	1	5	3.53	1.120
Actual career growth opportunities exist at the Company	262	1	5	3.01	1.019
Promotions are fair and just within the company	262	1	5	3.07	1.000
Career growth opportunities are based on merit	262	1	5	3.30	.916
The company's career growth is the best compared to the industry	262	1	5	3.21	.992
Career growth opportunities influences employee Turnover	262	1	5	3.23	1.125
You would quit the company if growth opportunities are not available to you	262	1	5	3.70	1.198
Valid N (listwise)	262				

4.2.4. Mentoring and coaching

The table 7 explains the monitoring and coaching results of respondents and many of them agreed with mean score of 3.54 and 3.75 as the company currently has mentoring program and they also claimed as the employee selection process for mentoring and coaching program is done fairly. Besides, the respondents moderately agreed with the mean score of 3.32 and 3.23 with the following statements as the mentoring program enhances the skills of the employees and mentoring and coaching program is conducted excellently at the company. Moreover, some of the respondents moderately agreed with mean scores of 3.18 and 2.93 as mentoring program enhances employee commitment to the company and mentoring program has reduced employee turnover at the company respectively. The grand mean difference of respondents is 3.33, this infers on monitoring and coaching issue i.e. the monitoring and coaching system of the organization creates an opportunity for career growth. The mean to describe the following statistics is 3 and the grand mean is 3.3

Table 7. Descriptive analysis of mentoring and coaching

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
You currently have a mentoring program at the company	262	1	5	3.54	1.227
The mentoring program enhances your skills	262	1	5	3.32	1.130
The mentoring and coaching program is conducted excellently at the company	262	1	5	3.23	1.169
Employee selection for mentoring and coaching program is done fairly	262	1	5	3.75	1.064
Mentoring program enhances employee commitment to the company	262	1	5	3.18	1.036
Mentoring program has reduced employee turnover at the company	262	1	5	2.93	.952
Valid N (listwise)	262				

4.2.5. Employee relationship with supervisor

The table 8 shows the mean score result of employee relationship with immediate supervisors, then many respondents moderately agreed with the mean score of 3.26 and 3.16, as they have good relationship with their supervisor and the relationship with supervisors make them committed to the company. On the other way round still large number of respondents agreed as they do have bad relationship with their supervisor with the mean score of 3.5 and that leads them to quit the company. However, majority of the respondents agreed with the mean score of 3.4 and 3.7, as far as their relationship with supervisor is beneficial to them that gears beneficial to the company. The grand mean also describes the respondents' agreement with the mean score of 3.4, this infers as the employees' relationship with supervisors is good so far in Afro-tision Company. The mean to describe the following statistics is 3 and the grand mean is 3.3.

Table 8. Descriptive analysis of employee relationship with supervisor

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
You currently have a good relationship with your supervisor	262	1	5	3.26	1.119
You currently have a bad relationship with your supervisor	262	1	5	3.47	.962
Your relationship with the supervisor is beneficial to the company	262	1	5	3.39	1.087
Your relationship with your supervisor is beneficial to you	262	1	5	3.56	1.169
Your relationship with your supervisor makes you committed to the company	262	1	5	3.16	1.223
Your relationship with your supervisor can make you quit the company	262	1	5	3.42	1.017
Valid N (listwise)	262				

4.2.6. Productivity Evaluations

The table 9 explains the mean results of productivity evaluation in Afro-tision manufacturing Company and many respondents agreed as they have currently received productivity evaluations at the company, productivity evaluation is well structured at the company and the evaluations system is always fair to them; because the respondents agreed with the mean score of 3.5, 3.5 and 3.4 one after the other. Then large numbers of respondents mean score is 3.33 and 3.29 i.e. they moderately agreed as productivity evaluations are not punitive and productivity evaluations provide them adequate feedback on employees' productivity. However, many of them replied with the mean score of 3.29, they can quit the company if productivity evaluations are not fair to them. In general, large number of respondents with the grand mean of 3.4, agreed and this infers productivity evaluation is well structured at the company and the evaluations system is always fair to them in the company.

Table 9. Descriptive analysis of productivity evaluations

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
You currently receive productivity evaluations at the company	262	1	5	3.53	1.095
Productivity evaluation is well structured at the company	262	1	5	3.45	1.074
The evaluations system is always fair to you.	262	1	5	3.40	1.078
Productivity evaluations are not punitive	262	1	5	3.33	1.206
Productivity evaluations provide you with adequate feedback on your productivity	262	1	5	3.29	1.183
You can quit the company if productivity evaluations are not fair to you	262	1	5	3.29	.779
Valid N (listwise)	262				

4.2.7. Salary reward system

The table 10 maintains the mean score result of respondents on salary issues of the company and many of them moderately agreed on the following statements like the company rewards system are fair to them with mean score of 3.30, the salary grades are well structured in the company with mean score of 3.21 and their salary is based on employees' value to the company with the mean score of 3.23. Also, half of them agreed as their current salary is good compared to the market rate with the mean score of 3.7 and the rest half claimed as their current salary is bad compared to the market rate with the mean score of 3.5, then this indicates they can quit the company because of inadequate salary if they get another job. To sum up, the grand mean of respondents agreed with the mean score of 3.4 and this infers their current salary is good compared to the market rate or with other companies in the surrounding.

Table 10. Descriptive analysis of salary reward system

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The company rewards system is fair to you	262	1	5	3.30	.916
The salary grades are well structured	262	1	5	3.21	.992
Your salary is based on your value to the company	262	1	5	3.23	1.125
You can describe your current salary as good compared to the market rate	262	1	5	3.70	1.198
You can describe your current salary as bad compared to the market rate	262	1	5	3.54	1.227
You can quit the company because of inadequate salary if you get another job	262	1	5	3.53	1.095
Valid N (listwise)	262				

4.2.7. Bonus and Reward System

The table 11 shows the mean score result of bonus reward system of the company and respondents agreed that the company has a bonus structure in place and we receive end year bonuses with the mean scores of 3.5 and 3.4, still they moderately agreed with the same mean score of 3.3, bonuses are based on merit/productivity and the bonus sharing formula is fair and just to all employees. Large number of respondents agreed with the mean score of 3.6 like bonuses influence their commitment to stay with the company and some of them moderately agreed with the mean score of 3.03 as there is unfair bonus system which can influence decision to quit the company, then this leads to an agreement as lack of bonuses have contributed to employee turnover at the company. This infers, majority respondents agreed with the mean score of 3.4 as if there is fair bonus system in the manufacturing company.

Table 11. Descriptive analysis of bonus reward system

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The company has a bonus structure in place	262	1	5	3.45	1.074
You receive end year bonuses	262	1	5	3.40	1.078
Bonuses are based on merit/productivity	262	1	5	3.33	1.206
The bonus sharing formula is fair and just to all Employees	262	1	5	3.29	1.183
Bonuses influence your commitment to stay with the company	262	1	5	3.58	1.161
Unfair bonus system can influence your decision to quit the company	262	1	5	3.03	1.153
No bonuses have contributed to employee turnover at the company	262	1	5	3.35	.990
Valid N (listwise)	262				

4.3. Intrinsic factors

The above table indicates the mean score results of intrinsic factors and large number of respondents agreed with the mean scores of 3.5, 3.6 and 3.5 one after the other as if there is control and freedom over the work, an opportunity of better future and job satisfaction. Moreover, the mean score of respondents on the following two statements is equal 3.3, which means respondents moderately agreed as if they have the need to achieve work experience and interest for their career. In addition, the total mean score of the influence of intrinsic factors is 3.4 which means majority respondents are motivated by the intrinsic factors in their job.

Table 12. Descriptive analysis of intrinsic factors

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Control and freedom over your work.	262	1	5	3.47	1.099
Better future	262	1	5	3.55	1.070
Job satisfaction	262	1	5	3.51	1.106
The need to achieve work experience	262	1	5	3.32	1.280
Interest for the career	262	1	5	3.26	1.161
Valid N (list wise)	262				

4.4. Extrinsic factors

The above table narrates the mean score of extrinsic factors and many of the respondents have moderately agreed as if they are motivated by salary and benefits, job security, pension scheme and medical insurance with the mean scores of 3.4, 3.3, 3.1 and 3.2 one after the other. Moreover, majority of respondents agreed with the mean score of 3.8 and 3.5 on the following statements like they are motivated by the leadership style and good working environment of the organization. Likewise, the grand mean score of the respondents is 3.4 and this infers or which show the agreements of respondents on the influences of extrinsic values on the day-to-day jobs of employees.

Table 13. Descriptive analysis of extrinsic factors

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Salary and benefits	262	1	5	3.35	.647
Job security	262	2	5	3.32	.819
Pension scheme	262	1	5	3.12	.958
Medical Insurance	262	2	5	3.18	1.067
Leadership style	262	1	5	3.80	1.142
Good working environment	262	1	5	3.54	1.230
Valid N (listwise)	262				

4.5. Inferential analysis between employee productivities and its indicators

Partial Pearson correlation coefficient was used to test the relationships between independent variables. The above table basically shows that the relationships between dependent and independent variables are very strong. Majority respondents replied that there is strong relationship (.118) between productivity of employees and training supply of the organization. Besides, employee productivity is strongly influenced by career planning and development with correlation result of (.131) and this highly affects growth and opportunities of employees (.364) according to respondents of company. Still, Monitoring and coaching system of the organization is slightly correlated with employee productivity of the organization (.061) and this variable directly influence the relationship between employee and supervisors (.376) and then this affects productivity evaluation of employees (.080). Majority respondents agreed that salary and bonus systems of the organization strongly affected the productivity of employees with correlation result of (.258) and (.297). In addition, many of them replied the intrinsic and extrinsic factors strongly affect the productivity of employees with the correlation results of (.368) and (.259).

Table 14. Descriptive analysis of employee productivities and its indicators

Correlations Variables		Control	Training	CPLD	GOP	M&C	ERS	PE	SRWS	BRWS	IF	EF
Employee Productivity	Correlation	.118										
	Significance (2-tailed)	.056										
	Df	259	0									
Employee Productivity	Correlation	.144	.131									
	Significance (2-tailed)	.020	.034									
	Df	259	259	0								
Employee Productivity	Correlation	.153	.007	.364								
	Significance (2-tailed)	.013	.908	.000								
	Df	259	259	259	0							
Employee Productivity	Correlation	.204	.031	.318	.061							
	Significance (2-tailed)	.001	.619	.000	.329							
	Df	259	259	259	259	0						
Employee Productivity	Correlation	.316	.112	.142	.149	.376						
	Significance (2-tailed)	.000	.071	.022	.016	.000						
	Df	259	259	259	259	259	0					
Employee Productivity	Correlation	.247	.238	.676	.408	.218	.080					
	Significance (2-tailed)	.000	.000	.000	.000	.000	.199					
	Df	259	259	259	259	259	259	0				
Employee Productivity	Correlation	.159	.231	.360	.366	.047	.364	.258				
	Significance (2-tailed)	.010	.000	.000	.000	.453	.000	.000				
	Df	259	259	259	259	259	259	259	259			
Employee Productivity	Correlation	.136	.176	.352	.403	.306	.387	.378	.297			
	Significance (2-tailed)	.028	.004	.000	.000	.000	.000	.000	.000			
	Df	259	259	259	259	259	259	259	259	259	0	
Employee Productivity	Correlation	.095	.178	.359	.268	.128	.229	.232	.259	.368		
	Significance (2-tailed)	.125	.004	.000	.000	.038	.000	.000	.000	.000	.000	0
	Df	259	259	259	259	259	259	259	259	259	259	259

4.6. Regression Analysis

The normality assumption for multiple regressions is one of the most misunderstood in all of statistics. In multiple regressions, the assumption requiring a normal distribution applies only to the residuals, not to the independent variables as is often believed. The table 15 shows that the R value was 0.558. This value is a Pearson correlation coefficient between all independent variables and the dependent variable. The overall strength of the relationship between the set of independent and the dependent variables is reflected by this multiple R statistic. The coefficient of determination or R value provides an indication of the proportion of variance in the dependent variable that is accounted for by the set of independents (Kerr, et al., 2002). This R squared (R² was 0.558 or 56%). The above regression analysis on employee productivity presented by the model summer of determination (R-squared) and the proportionate amount of significance in the response of dependent variable (employee productivity) which is influenced by the independent variables in the linear regression model is 56% (R =.558) which means respondents claimed that employee's productivity is strongly affected by the independent variables.

Table 15. Model Summary of employee productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	.575	.558	232

- a. Predictors: (Constant), Extrinsic Factors, career Planning and Development, Training, Employee Relationship with Supervisors, Productivity Evaluation, Growth Opportunity, Reward System (Salary), Reward System (Bonus), Intrinsic Factors, Monitoring and Coaching.

This table uses both the p-value and the F-test to accept or reject that the independent variables has predictive power over the dependent variable. The F-value above is the ratio of the explained or regression variance to the unexplained or error variance, while the p-value represents the probability that, if F value is insignificant, it would be observed that a statistic that deviates by chance from the parameter being tested, by a greater degree than is observed (Hamburg & Young, 1994). Accordingly, the significant F value was higher than one ($F = 33.93$), while the p-value was 0.00 which was less than 0.05 levels of significance.

This finding indicated that a significant relationship exists between the weighted linear composite of the independent variables, as specified by the model and the dependent variable; employees' productivity. If this F-value was not statistically significant (less than 1) it could not be possible to proceed with further analysis because this would indicate that the prediction of the criterion variable by the model occurs purely by chance. Therefore, the model applied is significantly good enough in predicting the outcome variable.

Table 16. ANOVA analysis of employee productivity

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.322	10	1.832	33.925	.000 ^b
	Residual	13.556	251	.054		
	Total	31.879	261			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Extrinsic Factors, career Planning and Development, Training, Employee Relationship with Supervisors, Productivity Evaluation, Growth Opportunity, Reward System (Salary), Reward System (Bonus), Intrinsic Factors, Monitoring and Coaching

4.7. Coefficients of Determinants of Employee productivity

Multivariate analysis: using multiple linear regressions to look at the relationship between several predictors and one dependent variable. We looked at the positive relationship between one dependent variable (employee productivity) and several independent variables. To summarize the above results based on regression analysis, the equation is defined as follows:

The relation between training and employee productivity based on the formula for simple linear regression is $Y = mX + b$, where Y is the response (dependent) variable, X is the predictor (independent) variable, m is the estimated slope, and b is the estimated intercept.

$Y = mX + b$ Where: $Y=EP$ $m =$ Constant un-standardized coefficient; $\beta_{x1} =$ Training standardized

$$EP=1.377+0.133 = EP= 1.51$$

The relation between training and employee productivity in the company is very strong due it is greater than 1 and the coefficient result shows strong agreement of employees as if there is training opportunity in the company to improve the productivity of employees.

The relation between career Planning and Development and employee productivity based on the formula for simple linear regression is $Y = mX + b$, where Y is the response (dependent) variable, X is the predictor (independent) variable, m is the estimated slope, and b is the estimated intercept.

$Y = mX + b$ Where: $Y=EP$ $m =$ Constant un-standardized coefficient; $\beta_{x1} =$ Career Planning and Development

$$EP=1.377+0.146 = EP= 1.52$$

The relation between career Planning and Development and employee productivity in the company is very strong due it is greater than 1 and the coefficient infers strong agreement of employees as if there is good career Planning and Development opportunity in the company to improve the productivity of employees.

The relation between Growth Opportunity and employee productivity based on the formula for simple linear regression is $Y = mX + b$, where Y is the response (dependent) variable, X is the predictor (independent) variable, m is the estimated slope, and b is the estimated intercept.

$Y = mX + b$ Where: $Y=EP$ $m =$ Constant un-standardized coefficient; $\beta_{x1} =$ Growth Opportunity

$$EP=1.377+0.073 = EP= 1.4$$

The relation between career Growth Opportunity and employee productivity in the company is very strong due it is greater than 1 and the coefficient infers strong agreement of employees as if there is Growth and Development opportunity in the company to improve the productivity of employees.

The relation between Monitoring and Coaching and employee productivity based on the formula for simple linear regression is $Y = mX + b$, where Y is the response (dependent) variable, X is the predictor (independent) variable, m is the estimated slope, and b is the estimated intercept.

$Y = mX + b$ Where $Y=EP$; $mx =$ Constant un-standardized coefficient; $\beta x1 =$ Monitoring and Coaching

$$EP=1.377+0.191 = EP= 1.6$$

The relation between Monitoring and Coaching and employee productivity in the company is very strong due it is greater than 1 and the coefficient infers strong agreement of employees as if there is proper Monitoring and Coaching in the company to improve the productivity of employees

The relation between Employee Relationship with Supervisors and employee productivity based on the formula for simple linear regression is $Y = mX + b$, where Y is the response (dependent) variable, X is the predictor (independent) variable, m is the estimated slope, and b is the estimated intercept.

$Y = mX + b$ Where: $Y=EP$; $mx =$ Constant un-standardized coefficient; $\beta x1 =$ Employee Relationship with Supervisors

$$EP=1.377+0.268 EP= 1.6$$

The relation between Employee Relationship with Supervisors and employee productivity in the company is very strong due it is greater than 1 and the coefficient infers strong agreement of employees as if there is proper Employee Relationship with Supervisors in the company to improve the productivity of employees.

The relation between Evaluation and employee productivity based on the formula for simple linear regression is $Y = mX + b$, where Y is the response (dependent) variable, X is the predictor (independent) variable, m is the estimated slope, and b is the estimated intercept.

$Y = mX + b$ Where: $Y=EP$; $m =$ Constant un-standardized coefficient; $\beta_1 =$ Evaluation
 $EP=1.377+0.139$; $EP= 1.5$

The relation between Employee Evaluation and employee productivity in the company is very strong due it is greater than 1 and the coefficient infers strong agreement of employees as if there is proper Employee Evaluation in the company to improve the productivity of employees.

The relation between salary reward and employee productivity based on the formula for simple linear regression is $Y = mX + b$, where Y is the response (dependent) variable, X is the predictor (independent) variable, m is the estimated slope, and b is the estimated intercept.

$Y = mX + b$ Where: $Y=EP$; $m =$ Constant un-standardized coefficient; $\beta_1 =$ salary reward
 $EP=1.377+0.139 =EP= 1.5$

The relation between salary reward and employee productivity in the company is very strong due it is greater than 1 and the coefficient infers strong agreement of employees as if there is proper salary reward in the company to improve the productivity of employees.

The relation between Reward System (Bonus) and employee productivity based on the formula for simple linear regression is $Y = mX + b$, where Y is the response (dependent) variable, X is the predictor (independent) variable, m is the estimated slope, and b is the estimated intercept.

$Y = mX + b$ Where: $Y=EP$; $m =$ Constant un-standardized coefficient; $\beta_1 =$ Reward System (Bonus)
 $EP=1.377+0.012= EP= 1.3$

The relation between Reward System (Bonus) and employee productivity in the company is very strong due it is greater than 1 and the coefficient infers strong agreement of employees as if there is proper Reward System (Bonus) in the company to improve the productivity of employees.

The relation between Intrinsic Factors and employee productivity based on the formula for simple linear regression is $Y = mX + b$, where Y is the response (dependent) variable, X is the predictor (independent) variable, m is the estimated slope, and b is the estimated intercept.

$Y = mX + b$ Where: $Y=EP$; $m =$ Constant un-standardized coefficient; $\beta_1 =$ Intrinsic Factors

$$EP=1.377+0.207= EP= 1.6$$

The relation between Intrinsic Factors and employee productivity in the company is very strong due it is greater than 1 and the coefficient infers strong agreement of employees as if there is proper Intrinsic Factors in the company to improve the productivity of employees.

The relation between extrinsic factors and employee productivity based on the formula for simple linear regression is $Y = mX + b$, where Y is the response (dependent) variable, X is the predictor (independent) variable, m is the estimated slope, and b is the estimated intercept.

$Y = mX + b$ Where: $Y=EP$; $mx =$ Constant un-standardized coefficient; $\beta x1 =$ extrinsic factors

$$EP=1.377+0.312; EP= 1.7$$

The relation between extrinsic factors and employee productivity in the company is very strong due it is greater than 1 and the coefficient infers strong agreement of employees as if there is proper extrinsic factors in the company to improve the productivity of employees.

$$Y=mX+ \beta x1 + \beta x2 + \beta x3$$

$$Y = A + \beta x1 + \beta x2 + \beta x3$$

Y = Employee Productivity

A = Constant un-standardized coefficient

$\beta x1 =$ Training

$\beta x2 =$ Career Planning and Development

$\beta x3 =$ Growth Opportunity

$\beta x4 =$ Monitoring and Coaching

$\beta x5 =$ Employee Relationship with Supervisors

$\beta x6 =$ Productivity Evaluation

$\beta x7 =$ Reward System (Salary)

$\beta x8 =$ Reward System (Bonus)

$\beta x9 =$ Intrinsic Factors

$\beta x10 =$ Extrinsic Factors

$$PR=1.377A+0.133TD+0.146CPD+0.073GP+0.191MC+0.268ER+0.139PE+0.302SRS+0.012BR$$

$$S+0.207IF+0.312EF$$

$$= 3.16/10$$

$$= 0.32$$

$$=32\%$$

The above coefficient result table shows that there is a positive direct relationship between employee productivity and Training, Career Planning and Development, Growth Opportunity, Monitoring and Coaching, Employee Relationship with Supervisors, Productivity Evaluation, Reward System (Salary), Reward System (Bonus), Intrinsic Factors, Extrinsic Factors. Since the overall coefficient result of (Beta=0.32, Sig. =0.0>0.05).

Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that employee productivity significantly is strongly affected by the independent variables at ($\alpha > 0.05$). Result shows that the Beta is 32% then the independent variable can explain the variance on dependent variable. Therefore, the null hypothesis is rejected and the alternative is accepted.

Table 17. Generally, coefficients an analysis of employee productivity

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error			
(Constant)	1.377	.117		11.737	.000
Training	.042	.020	.133	2.113	.036
Career Planning and Development	.048	.014	.146	3.398	.001
Growth Opportunity	.023	.015	.073	1.502	.034
Monitoring and Coaching	.052	.018	.191	2.825	.005
Employee Relationship with Supervisors	.080	.016	.268	4.885	.000
Evaluation	.046	.015	.139	3.034	.003
Reward System (Salary)	.102	.016	.302	6.208	.000
Reward System (Bonus)	.004	.021	.012	.201	.041
Intrinsic Factors	.065	.018	.207	3.558	.000
Extrinsic Factors	.113	.018	.312	6.297	.000

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

Majority of the respondents tend to agree that they enjoy good relationships with their coworkers both within and outside the workplace. They also tend to agree that the company organizes social functions to bring staff together thereby encouraging harmony amongst employees. A great number of respondents also tend to agree that they enjoy good relationships with their managers. However, they also claim that such relationships are strictly professional as they do not enjoy friendly relationships outside the workplace with their managers. As regards work environment, most respondents tend to agree that their present working conditions are okay and that their offices are spacious. Then, they tend to agree that the organization is doing a lot to improve the environment by organizing growth and opportunity of development. Also, most respondents claim to enjoy a certain level of autonomy in discharging their duties.

In terms of bonus, a great number of respondents tend to disagree that the company pays them well. They also prefer bonus rewards to in-kind and moderately agree to receive allowances for special duties and overtime on the job. However, they tend to agree that more incentives should be included in their total reward package and that they are currently satisfied with their current pay. As regards training and career development, most respondents tend to agree that the company has a training and development policy applicable to all employees. Also, they claim to have attended skill acquisition programs sponsored by the company and that supervisors support the use of techniques learnt in training that employees bring back to the job.

As regards effectiveness of workers, majority of the respondents tend to moderately agree that managers visibly administer productivity evaluation and that the company provides monitoring and coaching. They also claim that their productivity evaluation is fair and that they have the tools and resources to motivate their jobs well while evaluations are carried out by supervisors based on the results they get from their jobs. In terms of efficiency of workers, a higher percentage of respondents tend to moderately agree that the organization provides them with a

job schedule to ensure time is properly utilized and claim to be held accountable for resources at their disposal. Also, most respondents tend to moderately agree that their managers give advance salary reward system for completing tasks in record time as well as criticize them for the waste of resources. They also claim to get their jobs done properly in good time at the least cost possible.

Most employees were of the view that productivity should be directly linked to reward/pay system. Further, the existing process was relatively easy to use and that the length was considered to be moderate with room for improvement. In addition, the supervisory styles were found to be friendly and authoritative, positively influencing perception of the productivity process. Majority of the respondents were aware of why the process takes place. The study established that knowledge and skills influenced the process; thus, employee knowledge improved their understanding of productivity objectives and acceptance of those objectives and that individual high on openness preferred control of their own work.

But the most important conclusion is that the productivity-based pay system and the opinion of employees about it must be analyzed urgently. Then of course the system needs to be adjusted according to the results. Otherwise, the manufacturing company runs risk in the long term to destroy all positive motivational effects that such a system can have if it was well designed. It might be important, too, that the manufacturing company eliminates the impact of age. This could for example be done by giving employees some form of productivity training as they enter the manufacturing company. This training must not be as detailed as for raters but should inform about the goals, the process and introduce the instrument. By doing this, the manufacturing company would make use of the chance that a completely new understanding and support for the productivity system could grow from bottom upwards.

It could therefore be concluded that, “Every employee would be comfortable at conducive environment that makes employees to serve for customers” The inner satisfaction produces by manufacturing company makes high moral for the core employees to give out their best in terms of service delivery. The service delivery time would be fast for the branch to make more profit since the productivity practices rate for servicing customers is high. Clear, measurable and realistic targets need to be set for employees as basis for s. Employees” participation during

designing of the rating format and measurement scales is also crucial as it leads to development of reliable, valid, fair and useful productivity standards.

To this end the study found that employees were willing to participate in productivity system. The study concluded that discussions on work-related issues with the supervisor were existent, and that the productivity feedback received is helpful in improving on-the-job productivity and in attaining goals. Employee knowledge and skills were found to influence the process as it improves their understanding of productivity objectives and acceptance of those objectives. In addition, knowledge enhances fairness and rating accuracy in raters and also has positive effects on outcomes in the selected manufacturing company.

Employees should be considered the most vital above other factors of production and their intrinsic and extrinsic factors plays also an important role in employee productivity, then large number of respondents moderately agree as they most valuable resource available to an organization. This is because they are an integral part of the organization as such it is very important for organizations, in pursuit of a competitive edge, to ensure that the satisfaction of their employees is made a top priority. This is to ensure that employees display positive attitude to work through improved productivity and productivity levels. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that employee productivity significantly is strongly affected by the independent variables at ($\alpha > 0.05$). Result shows that the Beta is 32% then the independent variable can explain the variance on dependent variable. Therefore, the null hypothesis is rejected and the alternative is accepted.

5.2. Recommendation

The following recommendations are made based on the findings of the study;

1. Managers must ensure employees should be adequately motivated. Employee well-being should be given due consideration and health and well-being programs should be organized to cater for the needs and welfare of employees.
2. Management should encourage interpersonal relations amongst co-workers and their managers to promote a sense of belonging and unity amongst staff. Also, managers should ensure employees are involved in decision making processes and given a chance to air their views.
3. Also, management must ensure they create a work environment that is conducive for workers with adequate working conditions as well as providing the right tools and resources to ensure worker effectiveness in discharging their respective duties.
4. Furthermore, proper scheduling of job activities is key to achieving efficiency in the workplace. Adequate compensation packages in form of monetary or non-monetary rewards (bonus) are essential in order to ensure that employees stay productive. Management should ensure that rewards and benefits are fairly, justly and competitively allocated to employees.
5. The company should provide need-based training for employees to keep growth and opportunity to ensure productivity.
6. Management must also strive to ensure that all employees engage in training programs to acquire new skills and also have equal opportunity to utilize their skills and competencies. Management should make sure that career development opportunities are clearly communicated to employees.
7. An established career path and an adequate development plan should be put in place for employees, development programs should be linked to each employee's career needs and not just the organization's needs. Employees should be selected for sponsored training programs fairly and justly.

8. Organizations should ensure that productivity management provides adequate information about strength and weaknesses of employees in form of feedback from employee evaluations.
9. Employees who offer the same level of inputs with respect to skills, efforts, qualifications, experience, should be entitled to equitable outcomes in terms of pay, promotion, job security, and opportunity for advancement. Additional inputs and outstanding productivity should entitle an employee to additional rewards.
10. Finally, this study recommends that management should make policies that aids in ensuring that employees are adequately extrinsically motivated to remain intrinsically motivated on the job. This will in turn enhance or boost employee morale resulting in a competitive edge through higher commitment levels, employee engagement, lower turnover and improved productivity and productivity levels.

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Annex-1

Part I. A questionnaire on the assessment of employees' productivity

Dear Respondent,

I am a graduate student at **St. Mary's University** in the Department of Business Administration. I am conducting research of an ASSESING THE EFFECTS OF MOTIVATION ON EMPLOYEES' PRODUCTIVITY: THE CASE OF AFRO-TSION MANUFACTURING COMPANY in partial fulfillment of Master of Arts in Business Administration. I kindly request you to spend some minutes of your time in filling the questionnaire. Any information which you provide will be kept confidential. Your genuine response is highly appreciated for the outcome of this study. The information you give will be treated with strict confidentiality and is solely for academic purposes. Even where a name is given, it will not under any circumstances appear in the final report. A copy of the final report will be availed to you upon request.

Thank you for your kind cooperation in filling the questionnaire.

Part-1: General information

Direction:

Please put a check mark (×) on the appropriate box

Part I: Personal

1. Respondent's Age:

20-29 30-39 40-49 50-60 >60

2. Respondent's Gender: Male Female

4. Respondent's education level: Diploma BA/BSc MA/MSc
 PhD

The Second Section (*employees' productivity*)

Please check in the box which you believe describes to which degree the following statements are reflective on the assessment of employee's productivity:

No	Training & Development	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
1	The company provides you with Job training					
2	The trainings are poorly organized					
3	The Trainings are well organized					
4	Training and development programs have enhanced my career skills					
5	Training provides opportunities for career Development					
6	You can quit the company for lack of training and development opportunities					
	Career Planning and Development	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
1	You have a well-structured career planning program at the company					
2	Career plan enhances employee's commitment to the company					
3	In career planning employees' skills are matched with their job descriptions					
4	Adequate job duties enable evaluate your career plan					
5	Career planning is for your growth within the company					
6	Career planning influences employee turnover					
	Growth Opportunities	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree

		Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
1	The company has policies that support employee career growth					
2	Management supports employee career growth					
3	Actual career growth opportunities exist at the Company					
4	Promotions are fair and just within the company					
5	Career growth opportunities are based on merit					
6	The company's career growth is the best compared to the industry					
7	Career growth opportunities influences employee Turnover					
8	You would quit the company if growth opportunities are not available to you					
No	Mentoring and Coaching	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
1	You currently have a mentoring program at the company					
2	The mentoring program enhances your skills					
3	The mentoring and coaching program is conducted excellently at the company					
4	Employee selection for mentoring and coaching program is done fairly					
5	Mentoring program enhances employee commitment to the company					
6	Mentoring program has reduced employee turnover at the company					

	Employee relationship with supervisor	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
1	You currently have a good relationship with your supervisor					
2	You currently have a bad relationship with your supervisor					
3	Your relationship with the supervisor is beneficial to the company					
4	Your relationship with your supervisor is beneficial to you					
5	Your relationship with your supervisor makes you committed to the company					
6	Your relationship with your supervisor can make you quit the company					
	Productivity	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
1	You currently receive performance evaluations at the company					
2	Performance evaluation is well structured at the company					
3	The evaluations system is always fair to you.					
4	Performance evaluations are not punitive					
5	Performance evaluations provide you with adequate feedback on your performance					
6	You can quit the company if performance evaluations are not fair to you					
	Rewards System (Salary)	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree

1	The company rewards system is fair to you					
2	The salary grades are well structured					
3	Your salary is based on your value to the company					
4	You can describe your current salary as good compared to the market rate					
5	You can describe your current salary as bad compared to the market rate					
6	You can quit the company because of inadequate salary if you get another job					
	Rewards System (Bonuses)	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
1	The company has a bonus structure in place					
2	You receive end year bonuses					
3	Bonuses are based on merit/performance					
4	The bonus sharing formula is fair and just to all Employees					
5	Bonuses influence your commitment to stay with the company					
6	Unfair bonus system can influence your decision to quit the company					
7	Bonuses have contributed to employee turnover at the company					
	Intrinsic factors	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
1	Control and freedom over your work.					
2	Better future					

3	Job satisfaction					
4	The need to achieve work experience					
5	Interest for the career					
	Extrinsic factors	Strongly Agree	Agree	Slightly Agree	Disagree	Strongly Disagree
1	Salary and benefits					
2	Job security					
3	Pension scheme					
4	Medical Insurance					
5	Leadership style					
6	Good Working Environment					

***** Thank you for your precious time *****