

AN ASSESSMENT OF FACTORS AFFECTING
EMPLOYEES PRODUCTIVITY
(A CASE STUDY ON HILTON ADDIS)

A SENIOR ESSAY SUBMITTED TO THE
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BY
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Appendix – A

DECLARATION

I, the undersigned, declare that this senior essay/project is my original work, prepared under the guidance of Ato Abera Legese. All resources of materials used for the manuscript have been duly acknowledged.

Name _____

Signature _____

Place of submission _____

Date of submission _____

SUBMISSION APPROVAL SHEET

This senior research has been submitted for the requirements of B.A degree in Management with my approval and an advice.

Name _____

Signature _____

Date of submission _____

Appendix A

St. Marry University College

Hilton Addis Ababa Factors Affecting Employees productivity survey

This questionnaire is prepared to gather data from respondents to conduct research entitled Employee's productivity in Hilton Addis. The researcher believes that your answers to the items in the questionnaire have an impact. Fill all possible questions accordingly with the maximum possible care and turn it back with in the short time. I would like to thank you for your cooperation. Your answers to the questionnaires will be completely anonymous and will be used for academic purpose only.

Instructions:-

- you don't have to write your name
- circle the appropriate box for each question
- Don't forget to answer the open ended questions as shortly as possible.

1. Work experience in Hilton Addis?

- a. Less 1 year
- b. 1-2 years
- c. 3-5 years.....
- d. 6-10 years.....
- e. Above 10 years

2. Age

- a. Under 21
- b. 21 to 34
- c. 35 to 44
- d. 45 to 54
- e. 55 and above

3. Sex

- a. Male
- b. Female.....

4. Which of the following best describes your positions in the organization

- a. First level supervisor
- b. Manger/supervisor higher than 1st level /including senior management position).....
- c. Not a manager or supervisor
- d. Other

5. Your Income in a year

- a. Less than birr 12,000 are minimum income
- b. Birr 12,000-20,000.....
- c. Birr 20,000 or more

6. How your company salary when you compare others, do you think that the current salary of the company can motivate the employee's productivity?

Yes No

7. The new technology arrived in the organization contributes that of productivity?

Yes No

8. Does the management have discussed among the staff how to improve productivity?

Yes No

9. Does the organization give any recognition to those who achieved better?

Yes No

10. If your answer yes how?

11. Does the management give any attention to those who had better experience they are hired have?

Yes No

12. Do you feel, your uniform fit with the organization in a way customer expectation?

Yes No

13. Do you think adequate equipment and material to done my job property ?

Yes No

14. Do you have opportunity to learn and grow?

Yes No

15. Do you really feel that the training can maximize the productivity of employees?

Yes No

16. Are you sure that you feel have the right management system?

Yes No

17. Do you think your work load reasonable?

Yes No

18. What other factors do you think effects employees productivity?

Yes No

19. Do you think any other reasons for being unproductive?

Yes

No

20. What other factors do you think affects employees productivity?

21. What general comment would you give to increase productivity of the hotel?

Acknowledgment

My special thanks go to my advisor instructor Abera Legese for his constructive suggestion, guidance and precious advice in writing of this paper.

Thanks a lot to all Hilton Addis Employees for your cooperation in responding to the questionnaire. Especially to Ato Robal Arga and Ato Yosef Habte for the information they gave me.

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CHPATER ONE

1. INTRODUCTION

1.1 Background of the study

Motivation is one of the key ingredient in employee performance & productivity even when people have clear objectives, the right skills and supportive work environment they will not get the job done with out sufficient motivation to achieve those work objectives

Rating and finding the best staff is becoming harder and harder. Positively influencing staff is one way to develop an environment and culture where people want to do their best and want to stay. Success comes through people, if you understand what motivates people. You have at your command the most powerful tool for dealing with them to get them achieved extraordinary results when companies are effective in satisfying their employees, & to become productive. Make a deeper commitment to the business, recommend ways to improve the company's products and services, and work harder to satisfy the customer,

The growth of enterprise and the development of the national conceits are largely dependent on their comparative productivity. There may exist the differences among the various countries of the world based on political ideologies, economic systems or same such reason, but all unanimously recognize the importance of the improvement in the productivity level. The concept of degree of confusion has remained of study. The change in the productivity level greatly influence a wide Lange of human, economic and social considerations, such as a higher standard of living, rapid economic growth, improvement in balance of payments, control of inflation, culture of the nation etc.

In business industries if the needs of employee are satisfied, they feel happy, cooperative and productive. It is here that management realizes and helps employees stimulate their inner drives so that they may be motivated to maximize out put. This study strees on the satisfaction of employees so that they can give their best performance to an organization. Employees perform well if the conditions that they desire are fulfilled, great attention should

be given to motivate employees. Employee's productivity has a direct relationship to business revenue and customer loyalty. Satisfied employees perform better at their jobs. Others with bad attitudes can have a negative effect on their co-workers and their customers. Hilton Addis is the area where the pare is concentrated on the above pointes mentioned.

Hilton Addis one of the most successful five stars hotels in Addis Ababa. Hilton Addis was opened in July 1969 at Menelik Avenue close to the economic commission for Africa. Between the national palace and the grand. Menelik palace and opposite to the ministry of foreign affairs, which is an accessible for both visitors and diplomats.

The hotel has 365 guest rooms feature modern and balconies with pool or mountain views, in room amenities including air conditioning, satellite television and internet connection desks and in room safes-while bathrooms are equipped with toiletries and hair dryers. Cool off in thermal swimming pool, five bars, three restaurants, six function rooms, 24 hours room service and an executive floor in a hotel with a beautiful lounge on top of the building, there are more than 15 departments, one of the major department is food an beverage. There are about 650 employees out of these 320 employees are in food and beverage on department which the paper is focusing on.

1.2 Statement of the problem

Without fulfilling employee productivity, organization can not perform effectively and efficiently. In order to be productive and to have a good image, organization emphasis on satisfying and motivating employees for many reasons, Hilton Addis has many factors affecting productivity for example salary, technology, management compliant handling, reward, experience, resource provision, training & development, work load and etc..., if employees are not satisfied they will become dormant, ignorant and careless about the vision of the company. Gradually the Hotel will loose its good will and consequently become out of the market. In this research the student researcher emphasis on factors affecting employee's productivity.

1.3 Research Questions

Hopefully, at the end when research wind up it answers the following questions.

- What factors affect company's productivity?
- What are the possible methods to improve productivity?
- What measures have been taken to improve the existing productivity problem?
- Why employees become un productive?

1.4 Objective of the study

1.4.1 General Objective

The general objectives of this research is to assess factors affecting employees periodicity

1.4.2 Specific Objective

- To identify factors mostly affects the productivity of employees of the organization.
- To forward possible recommendation for the existing productivity problem.
- To asses the possible measure taken by the organization
- To forward possible recommendation for this existing productivity problem.

1.5 Significance of the study

The following are the significances of the study

- The finding of the study can be useful in providing the factor which affect productivity.
- The study will help the Hotel by forwarding some recommendation improved the productivity.
- The result of this study can give also awareness to the management on the consequence of unproductive employees.
- This study can also help those who are interested in writing this kind of research.

1.6 Scope of the study

Even though the research title is very sensitive and applicable to all departments in Hilton Addis. Due to time and other factors the study is limited to food and beverage department. Further the research focused only on the Factors affecting employee's productivity

1.7 Definition of terms

Productivity is a ratio between the output of wealth produced and input of resource used in the process of any economic activity. (Chunawallapatel, 1994:57)

Production refers to the absolute output, while productivity is relative term where in output is always expressed in terms of input. The production may rise without the corresponding rise in the productivity and vice versa. (Chunawalla patel, 1994:598)

1.8 Research design and methodology

1.8.1 Research design

The research uses descriptive research design, because it is appropriate to analysis quantitative data.

1.8.2 Population and sampling

Currently there are 320 employees in food and beverage department. The research has involved 30% of the total population which is 96 employees in answering the questionnaire distributed,

In the study-the researcher will implement simple random sampling technique to select the employees that are included in the study. This helped the researcher to get reliable information and to draw essential conclusions and recommendation.

1.8.3 Types of data to be used

The data will be gathered from both primary and secondary source. The primary source are collected from questionnaire distribution. The other data type the paper uses is secondary data type from document observation.

1.8.4 Methods of data collection

The primary data is collected through questionnaire distributed to randomly selected employees of the organization. The questionnaire includes open and close ended questions.

Secondary data collected from the organization record, report and other reference material.

1.8.5 Method of data analysis

The collected data will be tabulated and analyzed using statistical method, like percentage, tables and figures

1.9 Organization of the study

The research will be organized as follows in chapter one, background of the study, statement of the problem, objective of the study, significance of the study, scope of the study, definition of terms, research design and methodology, organization of the study are included. Then in chapter two review of related literature will be discussed. Chapter three will contain data analysis and interpretation part of the research. The final chapter will end this study with summary, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Motivation for increased productivity

In all efforts toward success, motivation plays a crucial part. However, this is a very vague concept that it easily gets lost in the equation. So, what is motivation?

According to scientific studies, motivation is necessary in order to energize performance and achieve responses. However, it remains unclear as to whether motivation should come first or secondary to all behavior. Many people associate motivation with emotion. However, humans are also capable of controlling emotional responses on given circumstances. Therefore, your sense of motivation drastically influences how you feel and the way you perform.

The importance of motivation

Motivation is important in everything you do: whether at home, school, or at work. The proactive and theory involved in motivating people encompasses various disciplines, mostly involving the study of human nature. Hence, it is a very complex concept in itself, knowing that you are dealing with dynamic entities in humans.

According to various researches, motivated people are more productive as compared to those who are not. Motivation in doing something is equal to their drive, which can either be stimulated by internal or external factors.

Many would consider function to be a product of both motivation and your ability.

How to stay motivated?

These are basic rules that you must follow in order to keep yourself and the people around you motivated:

1. Set a goal and path. Creating paths that lead to your goal helps you accomplish the tiny goals you have. Then, you can work your way towards the bigger goals.

2. Complete what you have started. Develop a habit of finishing off a task before moving on to the next. If not, then you will form the unhealthy habit of jumping from one task to the next, until you end up accomplishing nothing.
3. Find support. Find people who share your interest or are going through the same dilemmas as you. Having someone who understands you will keep you motivated.
4. Keep learning. Whether be it from your mistakes or others, or from the things you encounter on your day to day life, turn every experience into a lesson.
5. Utilize your natural talent. This must work in harmony with your efforts to learn more knowledge, so you always perform your best and you keep yourself motivated.

Keeping others motivated

Knowledge of yourself and your situation will enable you to control the circumstances in your life and devise ways to keep your motivation level on a high. However, dealing with others is a different thing. Mainly because you cannot control the way they feel nor the way their minds work. The same applies for someone who have subordinates in the workplace; hence, you should take note of the following principles to make sure that the people who work for you are motivated as well:

- always be willing to provide for their needs
- practice strict but just rules within the workplace
- avoid favoritism, instead treat everyone equally
- provide for your employee's needs
- set work related goals that they can aim for
- recognize or reward good performance

Pertaining to the last on the list of principles, rewards must not necessarily come in concrete form. Even recognition or salutation for an excellent job on a task would create this mindset that they now have establishing a standard on the boss' mind when it comes to their work. Hence, they will be energized into living up to that standard, if not excel them.

Since motivation is an essential part in your everyday dealings make sure to follow measures that maintain yours while also helping others stay motivated. (Wikipedia June 30,2010)

2.2 How Does Team motivation increase productivity?

1. Work achievement: staff who achieve a goal that is well directed by the work motivated usually. They come to work the next to make the next achmilestone.
2. Recognition: Staff who achieves his or her manager directed goals and hours to achieve them expect to be recognized. They would expect usually increase, bonus, or a job promotion. “Thank you” is a great work motivate is a Team motivation that subordinates like a lot. Failing to give it to them motivation, self motivation and team motivation! Never steal credit of you.
3. The work environment: is a great work motivator. Decent surroundings come to work and feel at home. This factor covers the team the staff opera overall culture of the entity. Free coffee, as simple idea as it sounds, make
4. Self growth: is a work related motivator. Put it simply, staff who don’t their jobs for long lose the team motivation. A good gauge for self growth salary increase, job title, authority and responsibilities given to grow the esteem.

To summarize, team motivation is necessary to increase productivity and staff. How to motivate staff at work depends on your understanding of the life for each staff you manager or supervise. It is you analysis and frank help you know you staff better and assess the team motivation they seek. (Wikipedia June 30, 2010)

2.3 How is productivity defined?

Productivity refers to the output relative to the inputs. States to the amount of goods and services produced with the resources used. Productivity is measured with the help of a formula which runs as follows.

$$\text{Productivity} = \frac{\text{Quantity of goods and services produced}}{\text{Amount of resources used}}$$

As the equation indicates, there are two variables in measuring productivity

- the amount of production relative to the amount of resources use. Productivity can be increased in several ways.
- Increase production using the same or a smaller amount of resources
- Reduce the amount of resources used while keeping the same production or increasing it.

Productivity needs to be improved as increased productivity contributes an organization. (K.aswathoppa & K Shridhara Bhat, 1999:472)

2.4 Why is productivity measurement important?

Advances in productivity, that is the ability to produce more with the same or less input, are a significant source of increased potential national income. The U.S economy has been able to produce more goods and services over time, not by requiring a proportional increase of labour time, but by making production more efficient only used productivity measure?

Output per hour of all persons-labor productivity-is the most commonly used productivity measure. Labour is an easily-identities input to virtually every production process. In the U.S. non farm business sector, labour cost represents more than sixty percent of the value of output produced.

Output per hour in the non farm business sector is the productivity statistic most often cited by the press.

Productivity is a measure of the effective used of researches, usually expressed as the ration of out put to input.

\$1 by achieving productivity gains, the restaurant restructured the menu, combining items in to meal packages such as burger, fries and soft drink. This enabled the counter staff to enter orders with a single key stroke instead of multiple key strokes on their point-of sale machines, reducing the time needed to take an order that, in turn, enable them to take orders more quickly, increasing productivity and consequently, seducing labour requirement which produced higher profits.(Stevenson, 1990: 38-42)

2.5 What is productivity?

Most simply, productivity is a question of efficiency: what outputs can be produced for a given amount of inputs? If you were working in a factory, measuring productivity is

therefore fairly straight-forward: widgets per hour might be a nice personal productivity measure. But in an academic context, these inputs and outputs are not so easily defined.

This dilemma is briefly introduced in a discussion of productivity for programmers, where Gil Gordon suggests that when we say productivity, we really mean effectiveness. In other words, unlike a factory worker, our outputs can be multi-faceted and might be judged by their:

- ❖ Quantity (how much gets done)
- ❖ Quality (how well it gets done)
- ❖ Timeliness (when it gets done)
- ❖ Multiple priorities (how many things can be done at once)

Nevertheless the basic efficiency model is a good template for our model. So if $p =$ productivity, $O =$ output and $I =$ input, we can write the basic definition:

$$P=O/I$$

Defining outputs

There are many different kinds of academic output. Papers, citations, funding received, teaching feedback, and promotions are just some of the ways in which we can measure our success, either directly or indirectly.

But as Jose pointed out previously, these outputs are all trying to attract a scarce resource, namely attention. And success in attracting attention results in prestige. So we might say that, for a given class of task t , output could be measured as:

$$O_t = p_t n_t$$

Where p_t is the prestige associated with task t and n_t is the number of those tasks completed in a given time period.

Measuring prestige varies with the task. For journal papers, citations seem like a sensible measure but for other tasks, this may involve a lot of guesswork. If your university has guidelines on promotion, they can be useful in identify how much of your professional

success is expected to come from teaching, research and so on. But most likely you will need to use a technique like Analytic Hierarchy process to unify your prestige measures.

Defining inputs

If you follow the game of cricket, you are probably familiar with the Duckworth-Lewis method. In an English summer, it often happens that one team has finished batting and their opponents have just started trying to catch the target score when it begins to rain. Rather than call off the whole game, the DL method is used to adjust the target score to account for a reduced amount of playing time. To do this, Messrs. Duckworth and Lewis developed their model using the concept of resources.

With productivity inputs, we can do something similar. The amount and quality of work that we can achieve depends on the resources available to us. But instead of wickets and overs in cricket, academic input resources might include time, money, lab access, the attention and effort we can devote to a task and so on.

Again, some of these inputs are more easily measured than others but if we want to generalize our model, we need some sort of conceptual common currency like we had with prestige on the output side. An economist might attempt to convert everything to money: how much would I have to spend to acquire this piece of data? But to link with our earlier discussion of prestige, I think a more useful framework is to convert everything to a common attention unit: let's call it the Atnu for short.

I Atnu can be defined as the amount of attention necessary for a reference task, such as reading a journal article. It's a rather arbitrary unit, but it's intended to acknowledge that an hour of hard concentration is not the same as an hour spent doing miscellaneous administrative tasks like sorting through emails. It also has the advantage that you can define the Atnu as it makes sense to you and your work; if you spend time in a lab, performing an assay might be the base unit. My only suggestion would be that it is defined as the most attention-consuming task. That way, the most difficult part of your day will correspond with actual hours.

So for task t , we can say that the total input is the total amount of attention hours spent on the job.

$$I_t = a_t h_t$$

Where a_t is the Atnu value for task t and h_t is the actual number of hours spent working at that level.

Final notes

Putting it all together then, productivity is the amount of prestige we earn for each attention-hour we invest.

$$P = \sum_t \frac{p_t n_t}{a_t h_t}$$

it is a very simple model but from the form of this equation, we can already draw a few practical conclusions (even if they just confirm what we intuitively knew already):

- Productivity is maximized by concentrating on those activities that earn you the most prestige for the least effort. Conveniently the form of the equation is linear so that, assuming not all of the variables are unknowns, you could apply linear programming techniques to come with fancy “optimal” productivity strategies.
- Since the number of hours in a day is fixed, and we can arguably only give our full attention to a fraction of these hours, we should try to improve productivity by reducing either the number of hours or the amount of attention that a task requires. Some strategies let you do both things at once. For example, co-authoring a paper means you can delegate some of the work to someone else; you only need to invest a reduced amount of attention-hours to manage the project but you’ll receive similar amounts of prestige. Case in point: the world’s best connected mathematician.
- For those tasks that you have to do yourself, use your time wisely. This means balancing the levels of attention required by different tasks so you don’t burn out and focusing on those that earn the most prestige. This is why so much of what we write

about here is concerned with time management, especially those tools that help us finish necessary but unrewarding administrative. See this post in particular.

What about actual implementing the model?

- Fitting the model to data and standardizing the coefficients for a large population will be difficult. As covered in this interview with Dan Navarro, there are “some big individual differences” in how people work; we shouldn’t put too much hope on one model holding for everyone.
- The interview also touches on another related issue: uncertainty. A strict optimization strategy is probably impossible because you don’t know the prestige associated with a task a priori. As Dan says, “it’s striking the right balance between exploration (of new ideas) and exploitation (of existing work)”.
- A related implementation issue is the problem of timing when collecting productivity data. This is two-fold: 1) when does the prestige arrive relative to the task being completed and 2) what is the temporal resolution of the feedback? One task may yield many different types of “prestige”; a small immediate personal satisfaction for completing a paper, medium term recognition as it is published in a journal and cited, and maybe 50 years later receiving the noble prize for your work. More from the archives on this here.
- Said nothing about the psychology of productivity. It seems to me there should be feedback and “versus expectation” terms in all of this. Our earlier posts on learning theory and managing large projects (1,2,3,4,5) discuss the need to set clear goals, evaluate your performance against targets, and to learn from these experiences, changing your habits for next time. Such evaluations are key to maintaining your motivation and productivity.
- I’ve also said nothing about the physiology of productivity. What is the role of diet, daylight hours and half a dozen other factors? (Wikipedia June 03,2010)

2.6 Productivity and work Ethics Are partners in profitability increases

Productivity and the means to produce something that usually refers to the fact that nobody pays you to produce something. However, in view of recent research, many employees in its human capital or your greatest asset is the **maximum output**, because their attention is to find other jobs, playing video games all at the expense of their employers.

These behaviors tell me that these people work on the serious ethical issues. If the work ethic of high **productivity** is also high. But when the work ethic is suffering from low **productivity** and so does the bottom line.

What is the work ethic? Years ago, it was probably a lot easier, because people generally had fewer distractions and greater focus. They wanted to get a good bounty of land and much more. Many immigrants, including the 20th century, the agricultural sector. These farmers yesterday and today, we know what it means to be productive, to have a high work ethic, because they can view the specific outcomes or results of each day.

Unfortunately, today's technology-driven economy, we see the end result is not so simple. So many people involved in business processes, the end result, sometimes become muddled roads. And the cultural attitude that seems to encourage this is not my work, a man the victim mentality, I am surprised that any work can be completed.

It is possible that we must change the work ethic or attitude towards the work attitude> productivity, ATP for short. Because it is our attitudes have proven to use as a productive or non-productive behaviors. [\by](#) removing the word ethics, we will remove a lot of decisions. And in today's society, decisions are perceived as obstacles. Even though attitudes are obstacles to hinder **productivity**, they do not seem to bring so much negativity is a court decision.

Because attitudes are described by many of the habits of thought, then the positive habits of thought towards the **productivity** does not seem to make sense. If we recognize that employee **productivity** is a change in behavior and the behavior is outside of, our attitudes, we can begin to build a stronger partnership to deliver maximum productivity of the work ethics and profitability of their human capital. And, ultimately, is that it is not the desired result? (Wikipedia June 30, 2010)

2.7 Efficiency vs. productivity.

It is important to understand the differences between the concepts of productivity and

Efficiency. While both concepts are important to a company's bottom line, the words do mean the same thing. If you think that these two concepts are the same thing or have similar meanings, you are not alone. This article will help you understand the meaning of each concept and how they relate to your bottom line. If you are already sure of their meanings and how they are different, then you can skip this article. But for those of you who might want a refresher course, or just don't know the difference, please read on. Failing to understand the difference between efficiency and productivity might just be the reason why it seems so hard to take your company's work force to the next level of productivity. So, let me explain the difference.

Efficiency.

Efficiency is a term that we use to describe the amount of effort or energy that it takes to accomplish a certain task or operation. When a process such as construction has many operations happening all at the same time, each operation should be as efficient as possible. Office personnel, for example, develop a system to be efficient when paper work needs to be filed. If this is done efficiently, then a piece of paper is easy to find the next time that you need it. In other words, finding that piece of paper requires a small amount of effort.

Productivity.

Productivity, on the other hand, is a measure of how much work is done in a certain amount of time. For example, how many pieces of paper are filed and retrieved in a day. If the filing process is done efficiently, then the office staff is productive, that is if they can work together as a team. If each staff member has an efficient system to file documents, but no other person in the office can figure out what folder the document was filed in, it'll be hard to improve the productivity of the office staff.

Now, I'll illustrate this difference between the two concepts from another point of view. Let's use a rope and attach a high efficiency motor to a cart that is loaded with spindles that need to be installed on a staircase. Turn the motor on and little effort is needed by the carpenter to move the cart over to where he is working. Say another carpenter wants to use the same spindles on a different staircase. He in turn attaches another motor and rope to the other side of the cart. Both motors are exactly the same horsepower. Both carpenters turn their motors on and An electrical tug-of-war begins. Even though both motors are operating at the peak of efficiency, no spindles are being installed. Then we can say as far as this team of two carpenters is concerned, their productivity has taken a disastrous decline. What's a supervisor to do in a case like this?

Working Together.

Let's work together now and attach both high efficiency motors to the same side of the cart. When the spindles arrive at the staircase, in far less time I might add, both carpenters could work together... one hold, the other nail, for example. Productivity soars!

This a vital distinction to make for anyone who is serious about increasing productivity. How do I use this information to increase my company's productivity? Every operation is different. I can only make some recommendations based on my experience in the building construction industry. But with a little imagination and a little thought, you can come up with your own defined specifics to apply to your own unique operation. Let's look at a few ways that new innovations in the past have made building operations more efficient.

Past innovations.

The electric motor added to a circular saw blade has been one innovative idea in building technology. Cutting lumber to length is more efficient than it was with the hand saw. Adding a table and rip fence to that circular saw adds to it's versatility and makes ripping lumber or trim stock much easier and more efficient than the hand saw.

Motorized drills, planes, jointers, routers, reciprocating saws, jackhammers and screw guns have all reduced the amount of energy that it takes to perform the tasks that are required to

get the building job done. Even the introduction of the retractable tape measure has made the action of measuring more efficient. So, if these tools have increased efficiency so much, can we increase efficiency even more? The answer is a resounding.... Yes!

Where do we start?

If you have read my article entitled... why is productivity so important? you would have read that... it is the little things that can eat you up. This could not be more true than when using these already super efficient tools. The following is a list of things that you can do to add up to 150% efficient to the normal operating benefits of existing building trades' equipment and tools.

Here are a few easy tips that could increase efficiency by at least 20% over all. These tips are simple, yet very effective. These items are often ignored or overlooked on most jobs. I'll take a look at the numbers a little later. Ask yourself if you are guilty of overlooking the importance of any of the simple things on this list.

- ❖ Use sharp circular saw blades. Including table saw blades.
- ❖ Keep blades free of pitch, tar and grime. This reduces friction on blades.
- ❖ Make sure that blades and guides are properly aligned and adjusted.
- ❖ Lubricate moving parts regularly.
- ❖ Discard or even better, recycle warped and damaged circular saw blades.
- ❖ Sharpen or replace utility knife blades, chisels and planner blades often.
- ❖ Sharpen or replace even slightly dull drill bits.
- ❖ Maintain cords so that bad electrical connections don't cause delays.
- ❖ Maintain an electrical repair kit on site for cords and cord ends.
- ❖ Maintain extension cords and three-ways on a regular basis.
- ❖ Have enough extension cords for the whole crew plus spares.
- ❖ Keep spare tape measures and pencils on hand to replace broken ones.
- ❖ Supply an **AMPLE** amount of power tools to the job. (This may sound a

Research... ongoing!

There is a mountain of research going on right now to improve information technology so that owners can closely track job costs, waste, down time, delays due to material deficits and labor productivity problems. There are hundreds of thousands of pages on the internet studying and analyzing the statistics and comparing figures that quantify the problems. What I don't see in all this discussion, are many concrete plans or solutions to help contractors produce more from their labor forces.

Some Agreement

There certainly is a general agreement that there is a need in the construction industry to develop solutions that will increase the productivity of the crews that work on the construction sites, most analysts also agree that direct labor, or that labor that is working on-the-job, accounts for about 40% of the cost for the job). It only makes sense that more research and development is needed to develop better ways to perform the hands-on work at the job site. Recently an extensive survey was conducted and a summary of those results is best summed up by the paragraph below. The American Society of Civil Engineers agrees that the greatest potential for improvements in productivity exists within the work force itself, not in better information technologies that govern design and engineering.

The study of labor productivity in the construction industry is gaining increasing attention as the industry faces multiple problems related to its workforce. This paper presents the results of a survey instrument applied to determine the relative level of relevance of construction labor productivity drivers and opportunities. Owners, general contractors, electrical contractors, mechanical contractors, consultants, and others participated in this survey. Management skills and manpower issues were identified as the two areas with the greatest potential to affect productivity according to survey respondents. Surprisingly, external factors, which are often cited as major causes for reduced productivity in the construction industry, were considered to be one of the least relevant productivity drivers. (Wikipedia June 30,2010)

Current Trends.

In the past 40 years productivity in non-farm industries has risen as much as 200% according to some studies. While at the same time, construction productivity has continued to decline at rates estimated to be between 2% -6% per year, depending on the sector. The conclusion then is that the construction industry as a whole is lagging far behind other industries.

2.8 The concept of productivity

Productivity is a rather suitable concept, and many definitions and approaches that have been developed have instead of clarifying, resulted in a great the basic nature of productivity it is necessary in social interest to trip open this shell of confusion, regarding an idea potential application to every aspect of individual and social life we may now think out various ways of increasing productivity in manner defined above the following list, though not necessarily

Comprehensive is as good as can be worked out, thinking along the lines elaborated above.

a. labor productivity

- a. Achieving higher lab our performance while working with in the giving technical conditions.
- b. workers working productively for a greater propitiation of time.
- c. increasing the propitiation of workers of productive work

b. material productivity

- i Converting material in to such goods as may add higher value to it
- ii Substituting improved types of sizes of materials.
Reducing west of materials.
- iii. Producing west of materials
- iv. Producing useful by-product

1. Equipment productivity
 - Modifying the material
 - v. suing a machine for manufacturing such
 - vi. Products as will gain most value from its operation

D. Capital productivity

- Vii. Educing carrying cost of material including
- Vii. work-in-progress and finished goods inventory
- ix. Reducing maintainer cost of fixed assets
- x increasing life expectance, of fixed asset
- xi. Making fuller use of fixed asset (Wikipedia April 13, 2010)

2.9 Examining productivity levels

Before initiating any changes, you should first understand the areas of the business that are most critical to the success of your organization, as well as to serving your customers. One of the best-and often overlooked-sources of this critical information comes from your existing customer feedback can identify procedures and processes that re working well, as well as those that can be improved and enhanced.

More important, you should take the next step and ask your “edge” customers-those customers who complain or have taken their business elsewhere-why they left. This information is particularly valuable as a way to identify specific areas for improvement, because these “edge” customers most likely will have a different perspective on the way a business should operate. Their input can provide you with new insight into your operations, and lead to innovative ideas that can increase sales, boost customer satisfaction or enhance employee productivity.

Another approach for companies seeking to improve productivity is to benchmark certain areas of your business. This information reveals how your company performs

compared to your competition, the industry overall, or even with your company's own potential.

Once the areas for improvement are identified, the next step is to improve the processes and work habits that are involved by enhancing or shifting current business practices. This often can be a challenging task, especially if less productive work habits have been developed over the years, or if your company and its employees are resistant to change. (Wikipedia Feb 6, 2010)

2.10 Productivity-enhancing improvement tips

The two types of work practices that are designed to improve performance are called productivity –shifting and productivity- enhancing activities. Productivity enhancing activities are the easiest to implement and usually will account for a modest level of improvement to your existing processes and practices.

For example, if you determined that the productivity of your telemarketing staff is lagging, one productivity-enhancing activity to consider is to suggest that workers vary their physical approach to the job specifically, if a worker handles a routine sales telephone call while standing instead of seated, the energy level of the worker typically increases and makes the worker typically increase and makes the worker more interactive. But doesn't require any change in the actual task that is performed.

Other examples of productivity-enhancing activities that have proven to be successful in small businesses are:

- Include portions of long-term projects on daily to-do lists, to ensure that the projects will be completed over time. Often, these long-term projects are put off or ignored for the sake of short-term, day-to-day activities.
- Rather than stopping to read every document that you receive as it is placed on your desk, spend 10 minutes twice a day to examine and prioritize new

Documents. By doing so, you will avoid being constantly distracted by new projects and better able to concentrate on your work.

- Don't edit while you write. The most productive writers first create drafts, the goal of which is the uninterrupted flow of ideas. After the draft is complete, go back and edit. Similarly, turn off the spelling and grammar function on your word processing software, so that you are not distracted when composing your first draft.
- Turn off the notification feature of your 3-mail, so that you will not be interrupted during the development of projects or other documents. This simple change will save you from stopping and staring your work while you read and reply to your messages. (Wikipedia Feb 10,2010)

2.11 Productivity-Shifting improvement tips

While small changes can yield dependable improvements in many areas, sometimes the best ways to increase performance are those that will require a fundamental shift in the approach to existing business practices...what I consider productivity- shifting activates. Companies that implement these productivity shifting improvements should improvements should prepare for a temporary loss of performance while new methods are learned and implemented.

One example of a productivity-shifting activity is to use teleconferencing in the place of time-consuming, face-to-face meetings. To be successful, this new approach to meetings will require leaving the comfort zone of normal business practices, but the amount of time saved can be significant. This new approach to meetings will require leaving the comfort zone of normal business practices, but the amount of time saved can be significant. Of ten, your technology provider can work with mouse to identify productivity enhancements. For example, sprint business solution center in 1996-Contact with small business performance. (Wikipedia Mar 7, 2010)

2.12 The Importance productivity

Among the many hundreds of economic variables that we confront each day, the most important of these is clearly labour productivity. This is because it is simply impossible to have a sustained rise in average consumption per person without an increase in productivity. This is not to say that other social factors such as a higher life expectancy, less pollution and crime, a more reasonable distribution of income and wealth, better health and reduced risk and uncertainty play important contributing roles in social progress. Rather, what appears to be true is that many of these social indicators tend to improve over time with the growth in productivity. Higher productivity allows us to turn our attention to many of these important issues. Society's growth in welfare, now and in the future, crucially depends on the strong and steady growth in its labor productivity.

But, what is labor productivity? The typical way that productivity is measured is to take total output and divide by the total number of labor hours used to produce that output. It is therefore the average amount of output per labor hour used to produce that output. It is therefore the average amount of output per labor hour expended during the measurement period. Any factors, which makes it difficult to focus upon a limited number of salient determinations of productivity growth, and ask how efforts should be directed to raise such growth.

It is important to realize that measuring productivity is not an exact science. The definition makes it seem quite simple to measure, since it is the ratio of two numbers total output and total labor hours. Unfortunately, these two numbers are not easy to ascertain precisely. For example, when we compute total output we must have a way of combining the total amount of steel produced with the total amount of bread produced. The situation is further complicated by the fact that much of the output is in the form of services which are not standardized like steel and bread. A trip to the doctor today is not the same as it was 15 years ago. The quality of service has certainly improved greatly but in what way can we say that the quantity of service has changed? Even if we could avoid this problem, we still do not have complete data on the total number of labor hours, which must be estimated by surveying a limited number of industries. The upshot of this is that we cannot place great confidence

inshore run movements in productivity. Growth, but nested we must direct our attention to longer run trends in the measure.

Some economists choose to look at productively growth in manufacturing, since these are measured more precisely proportion of the total economy and may be misleading for that reason.

Over half of any modern economy I devoted to the service sector, and we know that its is very difficult to measure productivity gains door service rendered.

One other point needs to be mentioned about productivity. Ideally we would like it see labor enjoy a high and growing real wage rate. After all, the purpose of working is to earn a wage which will allow us to buy the things which we want, now and in the future. But, the real wage (i.e. the amount of output which the money wage will buy) is determined by how much the average worker produces during the hour he or she works. This is just productivity. So, to have a high a high real wage we must have a high real wage we must have a high level of productivity. There is no other way to have it. (Wikipedia Mar 7, 2010)

2.13 Factors which Affect productivity

If we were to simplify the discussion on productivity, we would find that there are about five major factors white their growths. Theses factors include the amount of capital each worker has to use, changes in technology, the level of completion in the economy.

The extent of specialization and division of labour and the degree of regulation of business. Let's look at each of theses a little closer.

First, the stock of physical capital in an economy is composed of all the buildings. House equipment, tools and machines used to produce the national output. If the amount of physical to use and will become more productive. Productivity will rise. But, in addition to physical capital, these are also human capital. Human capital is basically the stock of knowledge and intellect which we possess. Note that if you own a machine (physical capital), and then you can sell the machine to someone else. But, you cannot sell your intellect (human capital) to

some one else. This is the major difference between physical and human capital. Not also that if you teach someone on something, then the total stock of knowledge grows--- that is, teaching does not require you to give your own knowledge. It just means that you share it. Many things which we take for granted, such as mathematics and language, are example of human capital. Without mathematics, the world is very different place.

Another important factor affecting productivity is the growth of technology technical advance usually involves one of two phenomena- invention and innovation. Invention occurs when a totally new idea or process is created. Innovation occurs when an existing invention is further developed and improved so that it can be marketed. Both invitation and innovation result from the force of competition which keeps firms focused on developing high quality products at lowest possible cost technical advance allows firms to substitute new and more efficient forms of production, thus raising the productivity of the labor employed. A century ago Marxists predicted that such technical advance would create a “reserve army” of unemployed workers. As machines and new technology would reduced the need for workers. However, the country exhibiting the fastest growing technology--- the united states- is currently experiencing the lowest unemployment rates its have had in thirty years! Technology does not appear to raise unemployment rates, but it does raise productivity.

The third factor affecting productivity is competition. A company which is forced to face brutal completion from its business opponents will always seek to produce output efficiently. It will not waste its labor and capital resources. Since utilizes it's the least amount of labor and capital to produce its output, such firms will help to bolster the overall level of labor productivity. Free trade and the avoidance of monopoly is the best policy to help stimulate efficient production, thus leading to high levels of productivity.

The fourth factors affecting productivity is the specialization of industry and the division of labor. Whenever the size of the market grows and demand increases, firms have an incentive to produce more but, what is interesting about this is that larger production allows labor to socialize in a particular part of the production process. Rather than doing five different jobs, the typical worker can focus on doing one or two specific jobs. This allows the worker a chance to develop human capital and know-how. The worker learns which feed raw materials and components to the large firms. This growth in out sourcing also allows firms to

specialize in the production of a small number of goods, and specialization raise the productivity of the workers in each firm. Overall productivity grows much faster. In short, whenever there is a substantial increase in market size, specialization of industry and greater division of labor takes place, and this raises the productivity of labor.

Finally, the regulation of business can affect productivity. Business is regulated for a number of different reasons. For example, businesses face numerous health, safety, and environmental controls. If these regulations become excessive and burdensome then productivity growth will slow down. However, regulations also help to ensure that monopolies hinder the growth of productivity. A healthy and safe work environment may also lead to higher productivity, so that even these of regulations may stimulate productivity growth. All the above information is (Wikipedia Apr 29, 2010)

CHAPTER THREE

DATA PRESENTATION ANALYSIS AND INTERPRETATION

This research is conducted to assess factor affecting employee's productivity in Hilton Addis. The sample selection was done using simple random sampling.

A total of 96 respondents were randomly selected to make up the sample selected participants & answered a survey questionnaire designed as closed and open ended. Question. Accordingly the finding of obtained to is shown bellow.

3.1 Characteristics of respondents

Table 1 characteristic of the respondents

No.	Item	Number	Percentage
1	Sex	42	44
	Male	54	56
	Female		
	Total	96	100
2	Age		
	Under 21	13	14
	21 to 34	61	64
	35 to 44	19	20
	45 to 54	3	3
	55 or older	0	0
	Total	96	100
	3	Position	
➤ First level supervisor		23	
➤ Manager or supervisor Higher than 1 st level			
➤ Not a manager or supervisor		65	
	Total	96	100

Source questionnaire

4	Monthly income		
	➤ Less than birr 600	23	25
	➤ Birr 600-1000	16	16
	➤ Birr 1000-2000	35	36
	➤ More than 2000	22	23
	Total	96	100

Source questionnaire

As indicated in the above table, 54(56%) of the study population are females and the rest 42(44%) are males. This may show that the hotel is dominated by females. Regarding the age 13 (14%) are under 21, and 61 of them or (64%) are between 21 & 34; 19 respondents (20%) are between 35 & 44, respondents between 45 and 54 age are 3 i.e. (3%) & no one is 55 and above.

The age distribution shows that the productive forces are more participated in the study. According to their position in the organization, the study population is divided in the to three categories, first level manager, supervisor, higher than the 1st level including senior management position and not a manager or supervisor. The 1st level supervisors are 23(24%) and 8(8%) of them are manager/supervisors higher than the 1st level, the rest 65(68%) are neither managers nor supervisors. The other factor considered was the employees profile of monthly income. Among the study population, 39(36%). Earn less than 600, the remaining 22(23%) earns 2000 or more. Based on this data it is not possible to say that employees are getting adequate salary that can cover all their expenses given the current situation.

3.2 Analysis of the major findings of the research.

Table 2 **Contribution of new technology to productivity**

QUESTION	No of respondents	%
The new technology arrived contributes productivity?		
Yes	78	81
No	18	19
Total	96	100

Source Questionnaire

The new technology has its own role and contributors to an organization mission.

The respondents were asked whether the newly arrived technology late them do their job well and improve productivity. The largest number which is 78 (81%) replied “yes.” & the rest 18(19%) said “no”. Based on this data it can be concluded that the large numbers of respondents accept the new technology is improving productivity.

Table 3 **Existence of Employees participation to improve productivity**

QUESTION	No of respondents	%
Existence of Employees participation to improve productivity		
Yes	21	22
No	75	78
Total	96	100

Source Questionnaire

Employee’s productivity and effectiveness may increase or decrease due to mistreatment by their managers. Among the many leadership skills of manager’s is discussion with employees and respect are the one to be seen strictly.

The collected data research regarding this question shows that 21 (22%) said “yes”. The rest 75(78%) “no.” that the management didn’t discussed among the staffs how to improve productivity. This data shows managers should offers suggestions, opinions, and information to team members and listen to and considers the idea of team members.

Table 4 presence of recognition for better productivity

QUESTION	No of respondents	%
presence of recognition for better productivity		
Yes	27	28
No	69	72
Total	96	100

Source Questionnaire

In order to be in a better position than its competitors, an organization should have well motivated employees. Recognizing employees up on their better performance than expected and preparation of some rewards and promotion schedule will make employees to much creative and inspired.

The research conducted in Hilton Addis shows that among the study respondents, the large number which is 69 (72%) said “No”, that they get more money, promotion and recognition when they do a good job. In order to this organization should have well motivated and dependable Employees, Recognize employees up on their better performance?

Table 5 Management stands towards experience

QUESTION	No of respondents	%
Management stands towards experience		
Very high	43	45
Highly	9	9
Some how	30	31
Very low	14	15
Total	96	100

Source questionnaire

Work experience & work based learning is an important part of education for employ ability and is intended to give an idea of working life and the key skills needed with in the work place. The best experience include confidence building, understanding the world of work, understanding relation ship at work increasing knowledge of the opportunity and carrier path available.

As per the conducted research in Hilton Addis 43 (45%) of the respondents are very highly agreed that the management gives attention to those who had better experience, 9 (9%) highly agree, 30(31%) said some how management gives attention to those who had better experience and the rest 14(15%) very low. Larger numbers of respondents are strongly agreed by the above point, so this is strongly advised for one company experience is important to the organization.

Table 6 compatibility between uniform quality and company standard

QUESTION	No of respondents	%
compatibility between uniform quality and company standard		
Very high agree	12	13
Highly agree	8	8
Some how	10	10
Very low	66	69
Total	96	100

Source questionnaire

Uniform means a set of standard clothing worn by member of an organization while participating in that organization’s activity, and with out any difference. It the work force wears the same cloths to the work place then they share a feeling of commonness and belonging, which other wise get very different to achieve.

The conducted research shows the 12(13%) respondents responded that they are very highly agree that their uniform fit the standard of the hotel and expectation of the customer, 8(8%) replied highly agree, 10(10%) some how and the reaming 66(69%) said very low.

Table 7 **Opportunity to learn and grow**

QUESTION	No of respondents	%
Opportunity to learn and grow		
Yes	8	8
No	88	92
Total	96	100

Source Questionnaire

The need to learn and grow is a natural instinct for human being we can learn and grow by finding more efficient ways to do our jobs where there is growth, there is innovation, and this is a breeding ground for more positive and refreshing perspective.

In today's work environment, productivity does not come from working harder; it comes from working "smarter". This is why work environment that promote learning are attractive to employees.

As it can be observed from table 7,9(8%) of respondents replied that there is an opportunity to learn of grow, and the rest 88(92%) said that there is no opportunity to learn and grow. So the opportunity to learn & grow in Hilton Addis is not satisfactory because the large numbers of respondents are disagreed.

Table 8. **Availability of equipment & materials when & where it is required**

QUESTION	No of respondents	%
Availability of equipment & materials when & where it is required		
Yes	71	74
No	25	26
Total	96	100

Source questionnaire

In every organization equipment and material has its own role and contributories to increase productivity. Adequate equipment and material is important to the organization’s mission.

The largest number which is 71(74%) said “yes” i.e. the hotel provides adequate equipment and material required; the rest 25(26%) of the respondents replied “no”. it shows availability of equipment the need to do their job is very satisfactory and important to improve productivity.

Table 9 **Role of training on employee productivity**

QUESTION	No of respondents	%
Role of training on employee productivity		
Yes	96	100
No	0	0
Total	96	100

Source questionnaire

Training involves an expert working with learners to transfer to them certain areas of knowledge or skills to improve in their current job. The right employee training development and education at the right time provides big benefits for the employer to increase productivity.

As per the conducted research in Hilton Addis it is observed that all respondents i.e. 96(100%) said “yes” training can maximize the productivity of employees, according to this data it is passable to say the best of all research results is found regarding role of training is very important to improve productivity.

Table 10. **Management system of the origination**

QUESTION	No of respondents	%
Management system of the origination		
Yes	37	39
No	59	61
Total	96	100

Source questionnaire

Good management system can be expressed as the organization structure, procedure, process, resource, customers, staff and continuous improvement.

Regarding the management system of Hilton Addis 37(39%) of the respondents said “yes” there is a good management system, 59(61%) of the respondents said “no.” the above data shows managers may need to modify there management system.

Table 11 **Fairness of work load**

QUESTION	No of respondents	%
Fairness of work load		
Yes	43	45
No	53	55
Total	96	100

Source questionnaire

Employee’s need their working conditions as much as possible conducive which leads to self initiation and better performance. Working conditions should be a way that workers do not feel burdened with the work they should be encouraged and motivated to work with pleasure given that there work load is fair.

The respondents who said “yes” on the reasonableness of their work load are 43(45%) . the 53(55%) study population replied “no” i.e. they feel their work load is not reasonable. This data shows fairness of work load in Hilton Addis is found poor.

CHAPTER FOUR

SUMMARY, CONCLUSION AND RECOMMENDATION

4.1 Summary of findings

This part of the study contains the summary of findings of the research conducted in Hilton Addis on assessment of factors affecting employees' productivity. The survey questionnaire was used as the main data-gathering instrument for this study (see Appended A) the questionnaire was in to two main sections respondents profile and the survey past. The profile contains socio-demographic characteristics of the respondents such as age, gender, monthly income and assigned job position. The questions were structured using cloth ended format as this enabled the respondents to answer the survey questionnaire easily. Two choices are provide for most closes ended question. In addition, the questionnaire has some open ended question. The student researcher distrusted 96 questionnaires to the sample population and all population answered the questionnaire on time.

- Large number of employees among the sample respondents i.e. 78(81%) said that the newly arrived technology contribute to productivity improvement
- (75/78%) of the respondents claimed that the employees participation isn't good.
- The large number i.e. 69(72%) of the respondents believe that there is no recognition made by the Hotel for better performance/ productivity.
- The other aspect in the research was how far you think that the management gives attenuation to those who had better experience. It shows that 47(45%) of respondents very highly agreed they are given the management gives attention to those who had better experience, 9(9%) of the respondents are highly agreed, 30(31%) and 14(15%) said same how and very low attention gives to those who had better experience.
- The major factor considered was the employees monthly income among the sample population i.e. 39(36%) earn less than 600 birr, this data it is not possible to say employees are not getting enough salary. By this condition it is difficult to improve productivity.

- Regarding the quality of uniform fit the standard of the, 12(13%) responded that they agreed strongly their uniform fit the standard of the Hotel and expectation of the customer, 18(19%) respondents agreed that the uniform is some what quality of the large number of respondents 66(68%) disagree that the uniform quality and customer expectation don't go together.
- In relation to opportunity to learn and grow, the large number of respondents i.e. 88(92%) said that there is no opportunity to learn and grow.
- The conducted research regarding adequate equipment and material provide of by the Hotel. The large number 71(74%) of the respondents said "Yes" the Hotel provide adequate equipment and material required, the rest 25(26%) respondents replied "No".
- Regarding the training, all respondents 96(100%) of respondents said "Yes" training can maximize the productivity of employees.
- In relation to management system of Hilton Addis, 59(100%) of the respondents said that there is no good management system in the Hotel.
- 53(55%) of study population replied "No" that they feel their work load is not reasonable.

4.2 Conclusion

- On the basis of findings, the research draws the following conclusions. As per the conducted research in Hilton on the level of new technology contribution to productivity, the overall new technology contribute to productivity but not perfect.
- The management discussion among the staff in Hilton Addis was another aspect of the research and this is not agreed by the large number of employees. Some of the respondents agree so it shows there is a gap between management and staff.
- The recognition, in Hilton Addis is very poor because even if employees do a good job, they didn't get recognition.
- Regarding the management attention to those who had better experience large numbers of respondents very highly agreed, so the management gives attention to those who had better experience.
- The quality of uniform is very poor because very few numbers of respondents agreed with this fact.
- The opportunity to learn and grow is not satisfactory because the large numbers of respondents are disagreed.
- The research shows that the provision of adequate equipment and material by the hotel is well and satisfactory.
- The salary of employees is not fair for their responsibility because the large number of respondents on the fairness of their salary.

4.3 Recommendations

Based on the major conclusion drawn the researcher forwards the following recommendations.

Management should respect their employees through degree of transparency, and communication as to how the business is really doing. Those give the employees information to understand the goal of the organization.

The Hotel provides standardize uniform because the quality of uniform and customer expectation are go together.

The management shall willingness to give reward for those who contributed better for the improvements of the Hotel's productivity.

Reduce the work load of employees for example Job sharing can split a fulltime role between two or more employee and building teamwork and these let the employees and work fewer hours.

The Hotel provides standardize uniform because the quality of uniform and customer expectation are go together.

The company should pay adequate and attractive salary according to the Hilton international standard.

Finally maximizing output is directly related to employees' productivity during their time in the workplace. The only way to do this to train, motivate and reward.