



ST.MARY'S UNIVESITY
SCHOOL OF GRADUATE STUDIES
INSTITUTE OF QUALITY AND PRODUCTIVITY MANAGEMENT

**THE INFLUENCE OF EMPLOYEE MOTIVATION ON EFFECTIVE QUALITY
MANAGEMENT SYSTEM IMPLEMENHTATION
THE CASE ANBESSA SHOE FACTORY**

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Yilma Alemu ID NO SGS/0591/2009A do here by declare that this Thesis is my original work and that it has not been submitted partially; or fully, by any other person for an award of a Degree in any of the University/institution.

By: Yilma Alemu

Signatures _____

Date

22/02/19

List of Acronym

QMS	Quality management system ISO9001:2015
LIDI	Leather industry development institute
SPSS	Statistical package for social science

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ABSTRACT

There is employee motivational problem at Anbessa shoe factory. It is believed that quality management systems will strongly enhance employee motivation. The purpose of this paper is to examine the impact of quality management system practices on employees' motivation; job involvement, job satisfaction and organizational commitment. Process without significant emphasis of the employees, generates problems with the team work and communication failure to get desired result. The study was unable to evaluate more than one factory in the sector. The paper proposes and tests using the questionnaire the relationship between quality management system (QMS) with organizational commitment, organizational commitment with employee motivation and the organizational result with the employee motivation.

The results indicate that training and education have a significant positive effect on job involvement, job satisfaction, and organizational commitment. Selected quality tools are helpful to teamwork and Empowerment and significantly enhance job involvement, job satisfaction, career satisfaction, and organizational commitment.

The study recommends that in line with quality management system, management shall be more committed to the involvement and empowerment of people as a means to sustain and enhance employees' motivation. Selective quality tools are recommended to develop team works and employee involvement.

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ABSTRACT

There is employee motivational problem at Anbessa shoe factory. It is believed that quality management systems will strongly enhance employee motivation. The purpose of this paper is to examine the impact of quality management system practices on employees' motivation; job involvement, job satisfaction and organizational commitment. Process without significant emphasis of the employees, generates problems with the team work and communication failure to get desired result. The study was unable to evaluate more than one factory in the sector. The paper proposes and tests using the questionnaire the relationship between quality management system (QMS) with organizational commitment, organizational commitment with employee motivation and the organizational result with the employee motivation.

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CHAPTER ONE

1.1 Background of the study

The Ethiopian footwear industries have been supported selectively by the government to improve the quality of their processes, products, and maximize their productivity. Generally the government has a strong policy on encouraging industries which focus on the export market. Almost all the footwear industries are striving to enter/expand into the export market. Delivering customer required products and delivery time issues are the major factors for the industries drawback in the global market; nowadays the global market demandsthat *productshavequality certificate*. In most cases this external factor motivates the industries to implement Quality Management System.

Various perspectives of the motivations for ISO 9001 adoption have been considered throughout the years; yet, the bulk of the research works claim that the external factors are superior to the internal ones(Nduka,2016). Some argue that the adoption of standards such as the ISO 9000 series is internally-driven (S.GeorgievandE.Georgiev, 2015).The main internal reasons for which the organization decides to implement a QMS are related to the initiative of management, improving the relationship between employees and managers, for economic reasons such as reducing costs and waste or as a base for implementing more advanced quality management models (Estela S. Capdevila, 2016).

The overall objective of quality management system is customer satisfaction by implementing its minimum requirements. Implementing a quality management system in the industry will help to satisfy both the internal and external customers. If aligned with the external factors; the internal factor helps the organization to reduce its cost of non-conformance, improve productivity and employee retention rate. Improving the internal factor decrease the cost of production and make the organization competitive enough in regard to price. The main engine for fulfilling the QMS with intrinsic motive is **human knowledge**. QMS uses different quality tools to be conducted through team works which help to motivate the employee.

Among the quality management system principles, “engagement of people” addresses the issues of the importance of employees as a key resource in anyorganization. Delegating, empowering, and involving the employee through different method result in the required improvement.

Motivation: means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. In the work goal context the psychological factors stimulating the people's behavior can be desire for money, success, recognition, job-satisfaction, team work, etc.

Intrinsic motivation involves engaging in a behavior because it is personally rewarding; essentially, performing an activity for its own sake rather than the desire for some external reward.

Extrinsic motivation occurs when we are motivated to perform a behavior or engage in an activity to earn a reward or avoid punishment. In this case, you engage in a behavior not because you enjoy it or because you find it satisfying, but in order to get something in return or avoid something unpleasant. Extrinsic motivation is a construct that pertains whenever an activity is done in order to attain some separable outcome. (M. Ryan and Deci, 2000).

Employee Involvement: is a process for empowering employees to participate indecision-making and improvement activities appropriate to their levels in the organization.(A.Apostolou,2013)

Empowerment: is a word coined in 1849 to refer to “the gaining of power”. In the context Of Total Quality Management, TQM, empower means to enable, to endow, to give permission to, or to give the ability of power to empowerment. It is the authority to act independently to meet expectations. (A. Apostolou,2013)

Organizational knowledge: is knowledge specific to the organization; it is generally gained by experience. It is information that is used and shared to achieve the organization's objectives. (ES ISO 9001:2015)

1.3 Anbessa Shoe Factory in Brief

Anbessa Shoe Factory is the first leather shoe factory established in Ethiopia in 1939 as “DARMAR shoe factory”. It is recognized to be a pioneer in terms of introducing modern technology to the country. It was established to produce military shoes. Since 1942 an Armenian entrepreneur called Mr. Mardous Drakjan had taken and run the factory for 33 years by the name of Darmar Shoes Factory. In 1975 Darmar was fully nationalized and reorganized as Anbessa Shoe factory and Awash

Tannery. In 1993, Anbessa shoe factory was reorganized again to operate as an autonomous public enterprise. In 2012 the factory was privatized; and now it is a private share company having a production planned capacity of 4500 pair shoes/day including one branch found in Akaki sub city. It has about 400 different shoe models in five product types. The company built new factory in the Kality Sub City industrial area which has a design production capacity of 10,000 pairs/day with a plan of 70% production for export market. Even though it seems a very ambitious plan to achieve in the near future, implementing QMS today would ease the way forward.

S.no	Description	July- Dec./2017 Six Month	2016/17 2009 E.C	2015/16 2008E.C	2014/ 15 2007 E.C	2013/14 2006 E.C	2012/13 2005 E.C	Remarks
1	Male	363	273	255				
2	Female	715	529	587				
3	Total	1078	802	842	783	679	597	
4	Total employee turnover	435	555	487	585	631	340	Total employee left the company
5	Rate of turnover (%)	40.4	69	57	74	92	57	

Table 1.1: No of employees and turn over the last 5 years
(Human resource report of Anbessashoe factory)

Anbessa Shoe factory is one of the leading shoe factories in the national market. Its production volume is second among the shoe industries. The first one is HUAJIAN INTERNATIONAL SHOE CITY PLC, which is the internal culture of the industry, has become a mandatory to stay in the market. That is why the factories are fully dedicated to export market. At present there are 22 shoe factories (LIDI, 2018). Therefore, changing now establishing the QMS. The main challenge of Anbessa over the last 3 years has been high turnover rate of employee (Table 1.1).

It is a most serious problem for any company to have such a huge turnover. A proper implementation of quality management system will help to improve the retention of employee. The QMS influences the affective reactions of employees to the organizational lifestyle. The quality practices favor teamwork, task diversity and employee responsibility. All these factors tend to benefit job satisfaction, which shows an indirect Involvement with employee commitment and a direct engagement with employeeretention or decreased turnover. (Maria da Graça, 2011)

No	Name of Footwear Companies	Establishment Year	Production capacity in pair/Yearly/ 280days	Actual Production in Pair /yearly/280
1	Huajian International Shoe City plc	2004 E.C	1960000	1,353,840.00
2	Anbessa Shoe fctory	1931 E.C	840000	660,000
3	TikurAbay Shoe Share	1940 E.C	1176000	523,360.00
4	Mohan.PLC	2000 E.C	1120000	456,000.00
5	Peacoke Shoe (Dire Industries Plc)	-	560000	420,000.00
6	Jorge Shoe Factory	2005 E.C	1120000	381,272.00
7	RasDashen Shoe plc	1982 E.C	336000	308,000.00
8	New wing – Addis Shoe factory plc	2004 E.C	1120000	276,360.00
9	Kangaro Shoe Factory	1982 E.C	280000	126,000.00
10	Sheba Leather Industry Plc	1985 E.C	280000	120,000.00

Table 1.2: Top 10 Footwear Companies as per their actual production. (LIDI report)

1.4 Statement of the Problem

As the shoe industries are struggling to expand their export market, standardizing their products and processes is a must. Only fulfilling the conformance to the technical requirement of the market is not enough but also needs to be competitive price wise. Observing the current process condition of the company significant amount of cost can be reduced by working on costs of non-conformance. The shoe manufacturing passes through five main sub processes which have a high human involvement throughout the process.

Leather inspection-sorting of leather according to their quality

Cutting-leather cutting into smaller components

Stitching-sewing of the component parts of the leather and other material

Lasting- Molding/ shaping and finalizing the shoe; and

Packing-packing and labeling.

In all process high degree of non-conformance cost is observed. How much of this problem is recognized by the employee? Is there sufficient organizational knowledge to observe and analyze this? These questions lead to the cost of non-conformance (poor quality). This cost consists of cost of non-conformance, cost of inefficient processes and cost of lost opportunities for sales revenue. It is estimated that cost of non-conformance ranges from 15-25% of sales (M.Juran, 1998).

In the factory the quality policy, quality manual, working procedure and other required documents have been prepared before five years. And work instructions are posted on their respective places on the production floor. But still the cost of poor quality and employee turnover is very high.

Most of the factory production is a work order based operation and the factory major customers are a very long time customers. The marketing and quality departments are working together to deliver the required product by conducting 100% final inspection before packing. But still there is a significant non-conforming products detected after delivery products. This is because there is no proper way of segregation, measuring and analyzing the non-conforming products not only on the final inspection but also in every section of the process line from incoming inspection to final one. Generally control of non-conforming products is not exercised in the operation line. All the quality and production personnel should have discussed on every section of nonconforming products, who is responsible, how to correct and what is the corrective action for each type of defect. There is no special way to involve the employee to participate for reducing or eliminating this nonconformity.

Anbessa shoe factory is under a constant pressure on how to improve its performance, decrease costs and increase revenue in order to remain competitive and meet increasing change in its environment.

The company's efficiency may be based on different grounds, but one of the primary prerequisites

for managing change and reaching organizational effectiveness is having good and motivated work force (both managers and employees).

Motivation is an essential pillar in building a quality management system. In order to build a good quality management system, motivation is a common term for all internal factors that consolidate intellectual and physical energy, initiate and organize individual activities, direct employees' behavior. Where there is a lack of motivation to implement a QMS, any strategic direction for further development of the QMS and improvement of its effectiveness cannot be successful. Similarly, lack of internal enthusiasm and motivation can hinder the impact of ISO 9001 on performance.

Based on the above, the following research hypothesis is formulated: "Internal motivation has a significant impact on the ISO 9001 QMS's effectiveness in Anbessa shoe Factory"

The purpose of the study is to validate the conceptual structure of the effectiveness of the ISO 9001 Quality Management System (QMS) in Anbessa Shoe Factory and determine motivation as one of the critical factors that have a significant impact on the QMS's effectiveness.

When explaining the motives of introducing a quality system, most companies indicate both internal and external factors. Only a few companies related QMS Implementation with the possibility of exporting their production to foreign countries or the increase of their current market share.

The research therefore intends to identify;

- The impact of employee motivation on the effective implementation of QMS
- The organizational motive that improves job performance and employee motivation.
- Whether the internal benefit of QMS leads to the external benefit or vice versa

1.5 Objective of the study

The study has the following general and specific objective.

1.5.1 General Objective

QMS focuses on processes and customer satisfaction (internal and external). But in all cases both QMS targets is not achieved in all organization. The organizational motive to implement QMS affects the output.

Therefore, identifying which organizational motive to satisfy both internal and external customer is the general objective

1.5.2 Specific objectives of the study

The following are the specific objectives of the study;

- How can the employee motivation affect the efficiency and job performance of the *organization*
- Determine the nature and relationship of QMS with employee motivation.

1.6 Significance of the Study

This study gives information on the implementation of QMS practice and identifies the strength and weakness of the factory on the implementation process. In addition to this, the study identifies the challenges that the factory faces when prioritizing its intent to implement QMS and how to solve these challenges. Therefore the findings of this research have significant input to improve the factory performance and employees' motivation.

In addition to this it have the following important points;

- The study was necessitated by the lack of ample literature linking of ISO 9001 to employees' performance,
- The researcher focused on the effects of implementing quality management system on the employee performance as there is scarcity of systematic empirical evidence integrating on a particular area of study,
- This study provides the empirical evidence about the impacts of QMS ISO 9001 implementation on employee performance, and
- The study can be a reference for future studies in the area of employee motivation and QMS implementation.

1.7 Scope of the Study

The scope of this study is geographically limited to Anbessa shoe factory .This is mainly due to time and budget limitation to include other shoe industries.

Although there are so many motivational factors that motivate the employee, the scope of this study will focus on the motivation which is developed by involving and empowering employee.

1.8 Limitation of the Study

There are external conditions that confront the research work: improper documentation of the production and quality reports, lack of response of the top management of the factory, difficulty of getting free access to the library of LIDI and Lack of sufficient time and finance to conduct the study.

1.9 Organization of the research report

The study is organized into five chapters. Accordingly, the first chapter deals with the introduction part of the study; the second chapter focuses on details of related literature of the study; the third chapter deals with the research design and methodology; the fourth chapter focuses on data presentation and analysis, while the fifth chapter focuses on summary of the findings, conclusion and recommendation. Reference and appendix are included at the end of the report.

CHAPTER TWO

2.1. Literature Review

2.1.1 Motivation

What is employee motivation?

The term motivation was developed in the early 1880's, prior to that time, the term "will" was used by well-known philosophers as well as notable social theorists when talking about motivated human behaviors (Williams and Laham, 2005). According to them, motivation is believed to be; an entity that forces one to action. Recently, many researchers have offered unique definitions of motivation. It has been defined as; the psychological process that gives behavior, purpose and direction (Kreitner, 1995).

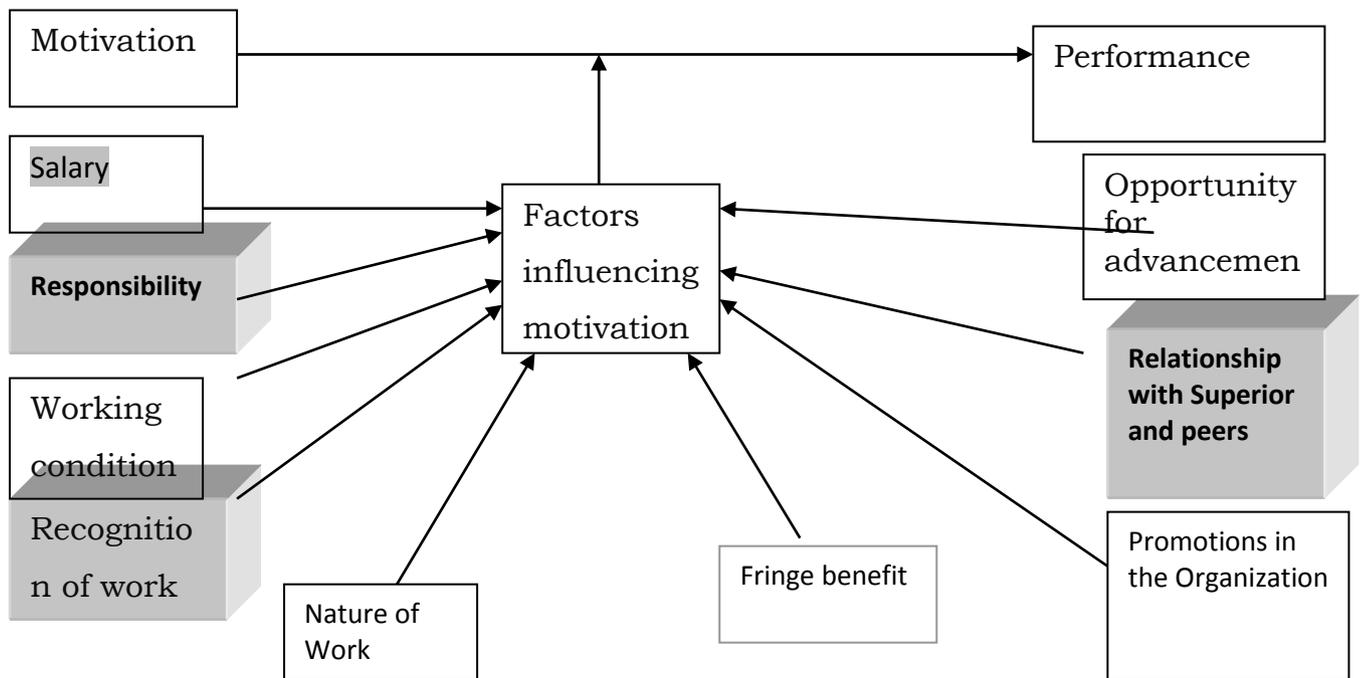
Motivation is simply the cause of why humans behave. To further stress on the meaning of motivation (M. Ryan and Deci, 2000), see motivation as a process of stimulating an individual to take decision and action in order to achieve a specific desired goal. (Morgan King and Robinson, 2014) defined motivation as a state, which an individual derives behavior towards some specific goals. Hence, going by the definitions of motivation as mentioned above, one can simply conclude that efficiency, good performance and high productivity is a direct function of adequate motivation on the part of workers in an organization; And when workers are properly motivated, leading them to efficiency, good performance and high productivity.

For the phenomenon of motivation and its effects on performance, there is a conceptual framework that pulls together the concepts of motivation and organizational performance. This framework is illustrated in figure 2.1. Motivation, either intrinsic or extrinsic, leads to performance and is influenced by factors such as salaries, fringe benefits, responsibility, and promotion. These variables are factors for employee motivation but for this study only the highlighted ones will be discussed in detail and shown in the analysis part. Responsibility, recognition of work, appreciation for work done and relationship with superiors and peers are the main motivational tools expressed in the quality management system requirements.

Motivation has a number of sources as various researchers have indicated. Among others are **Intrinsic and Extrinsic**, all of which bring about satisfaction of the job, performance and retention. Extrinsic motivation includes physical incentives such as money and gifts of items to workers occasionally. Intrinsic motivation entails recognition and respect for workers, promotion and

anything that gives hopeful future for workers. Also, on the intrinsic motivation, that even involving employee in decisions that affect them not only increases their personal commitment, but also motivates them to be advocates for their decisions. The listed factors in the Fig.2.1 motivate the employee to lead for better performance. But intrinsic employee motivation factors are selected for further discussion.

Figure 2.1: Conceptual framework explaining the relationship between motivation and performance (Source: Researchers' construct, 2014)



Employee Performance

Job performance consisting of all employee activities in an organization could be characterized as low, moderate and high. Employee job performance is vital for any organizational success which is regarded as human capital of the organization (M.Munyua, 2017). Good employee performance is necessary for the organization, since an organization's success is dependent upon the employee's creativity, innovation and commitment (Nduka, 2016). The result of employee job performance depends on the motivation of each employee. The motivation and commitment increases employee job performance. Employee performance is measured using different attributes in different organizations but the common attributes are commitments, employee effort, customer relation, quality of work and the like.

Employee exerts effort and is productive because they are motivated and therefore their performance depends on whether they perceive themselves as having the ability and willingness to do things (M.Munyua, 2017).

2.1.2 Success factors for quality management systems

To improve competitiveness around the world, ISO 9000 has been widely adopted as a quality management system, but with mixed success (Kuo et al., 2009). To have more benefits from ISO 9000 certification, organizations may take into consideration that the design and implementation of an organization's quality management system is influenced by the organization's strategy, its size and structure, organizational environment and its changes as well as the risks associated with that environment (EN ISO 9001:2008). The organization strategy is the springboard to set the organization goal and its activity to achieve the goal. Therefore it is reasonable to believe that the organization motive has a crucial influence on the success of the implementation of ISO 9000. Here the motivational factor is only mentioned.

2.2 Influence of Motivational Factors

ISO 9001 certification benefits can be classified into external and internal. External benefits are related to improvements in terms of marketing and promotional aspects, increase in customer satisfaction and the improvement of market share, while internal benefits are related to organizational improvements, the reward system, team work, the continuous process and product

improvement (Coleman,S. and Douglas,A.,2003). A strong interdependence between the companies' certification motivations and the results obtained exists. When firms simply react to external pressures for getting certified, they may treat ISO 9000 certification as a prime goal in itself, adopt a minimalist approach to achieve it and thus achieve limited internal performance improvements (Quazi and Jakobs, 2004). Organizations that see certification as an opportunity to improve internal processes and systems rather than merely seek to get a certificate on the wall will get broader positive results from ISO 9000 certification (Liopisand Tarí,2003).

2.3 Organization motive for implementation of QMS

Now days there are many management system standards which can be applied in manufacturing and service industries. The organizations select best applicable system for their process. The implementation of management system standards is a strategic decision; So that the reason/motive, the benefit and the cost of implementation shall be discussed before implementing process. There are two main organizational motivation factors.

2.3.1 Extrinsic Motivation

In the business environment, there are pressures that prompt companies to carry out certain actions or plans to take concrete decisions or develop specific strategies. Such pressures can lead an organization to implement a QMS for reasons without the commitment of the business management to improve productivity. The external factors which force for the implementation are many but the main factors are: Customer Pressure, External image, Improve prestige of the company, corporate image... (Lee et al, 2009). At this time global market demands certification of system standards a requirement. Therefore to compete on the global market one must have a well-known standard with its product. In this regard customers exert pressure; informally competitors also have a pressure to compete with them. The state also formally exerts a pressure through laws and regulations. Generally extrinsic motivation is a motivation which is derived from either a pressure from existing customers, Pressure from parent organization, for Promotional benefit or by the Government ones or a combination of the above.

2.3.2 Intrinsic Motivation

The main internal reasons for which the organization decides to implement a QMS are related to the initiative of management for economic reasons such as reducing costs and waste or as a base for implementing more advanced quality management models (Carmona, Suarez, Mora and, Periañez, 2015). Similarly, the management team of an organization may decide to implement a QMS in order to increase the efficiency of the company.

The management commitment for QMS simply means, the top management is committed to implement the QMS principles which emphasize the involvement of employees. By involving the employee in different quality teams the organization increase the company efficiency. Since the increased importance of quality, there have been many studies showing how implementing a QMS able to increase productivity, profits and business Efficiency in the long term. On the view of intrinsic motivation the benefits of implementing the QMS are financial ,operational and commercial .The intrinsic motivation focus mainly on the two factors of quality as Deming put it .The first errors and mistakes in the production line go down, consequently reducing the costs of rework. The second effect is the increase in efficiency in the use of both materials and time-machine. As a result, increased productivity is achieved.

Extrinsic and intrinsic motivation can reinforce each other, but in some cases extrinsic motivators can also reduce the impact of intrinsic motivation. Moreover, researchers, argue that not all people are evenly motivated, some employees are more intrinsically and others are more extrinsically motivated (Furnham et al, 1998).

Employees can be intrinsically and or extrinsically motivated to carry out certain work (Amabile, 1993).Not all people are equally motivated by one factor, some employees are more intrinsically and others are more extrinsically motivated.

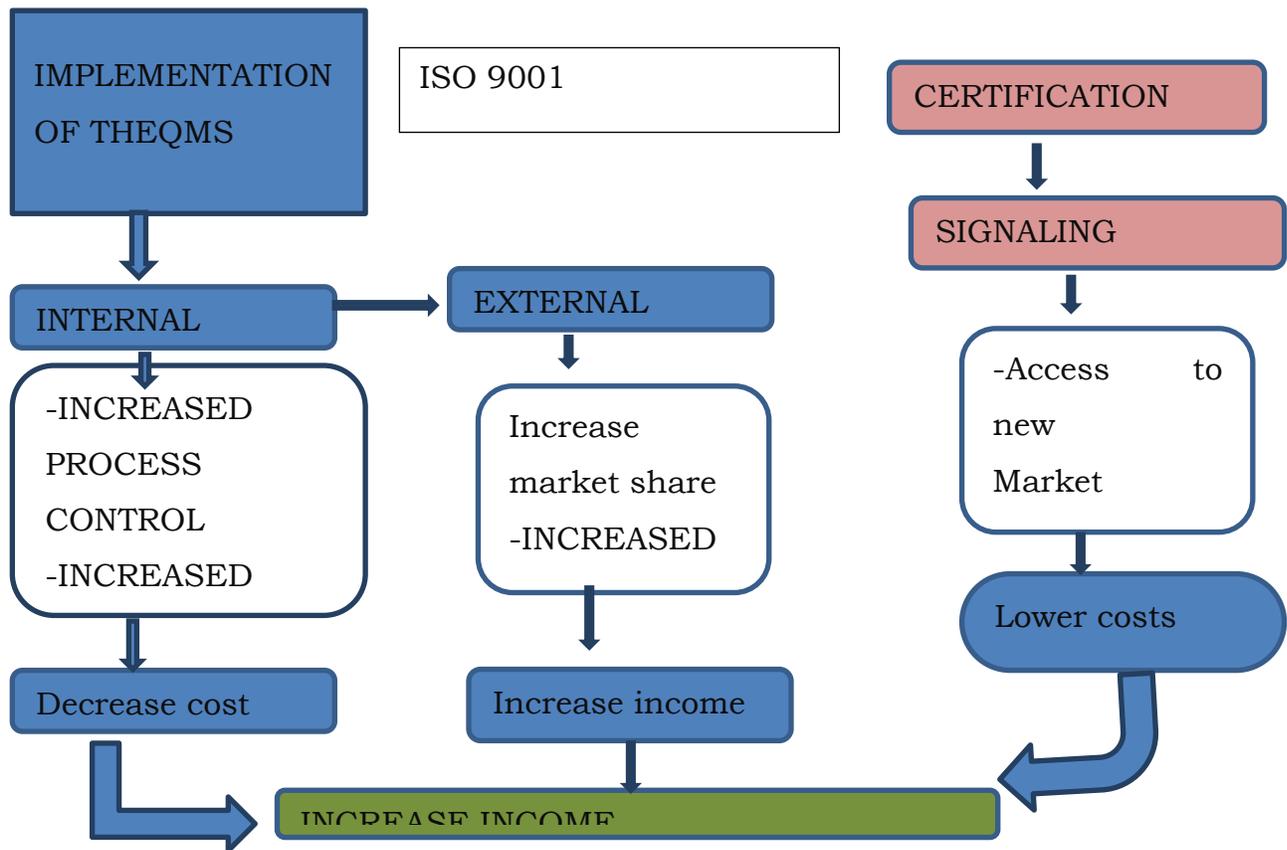


Figure 2.2: Total benefit of QMS (Source:KBS certification service Pvt.Ltd.)

Fig.2.2 describes the overall benefits of the ISO 9001 implementation graphically. It shows QMS implementation have an internal benefit such as increased of quality of product/service, increase efficiency and increase process control as a result it decrease the cost of production.

The internal benefit leads to the external benefit that increases market share. When there is a decrement of production costs, a company gets a competitive advantage over price and quality.

Therefore the market shares of the product grow when compared to the competitors. It shows the internal benefit leads to the external benefit not vice versa. In most cases, ISO the certification helps to introduce and expand the export market.

2.4 Quality management requirements from employees perspective

- QMS standard deals with the requirements related to the knowledge specific to the organization, which is a support resource for an organization. Requirements determining organizational knowledge (necessary for the operation of its processes), maintaining it and making it available. Organizational knowledge maintained either by retaining the employee or documenting the experience as organizational knowledge.(Clause 7.2 of ISO 9001:2015)
- QMS standard deals with the requirements related to the competence of persons. Competence is the ability to apply knowledge and skills to achieve desired results. Competent person is also a resource for an organization. When addressing changes, it requires considering current knowledge and determining the ways to acquire/access necessary knowledge/updates.
- Creating value for customers will be easier if the organization have competent, empowered and engaged people at all levels of your business or organization. People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit (Jarmila, 2015).

Engagement of people.

Application QMS principle leads to the following actions:

-Active looking for opportunities to enhance their competencies, knowledge and experience;

-Being innovative and creative in furthering the organization's objectives;

-Focusing on the creation of value for customers;

Feeling empowered to accept ownership and responsibility to solve problems;

Active seeking opportunities to make improvements;

Active sharing knowledge and experience in teams and groups.

Beneficial applications of this principle include:

Creation of peoples' behavior and belief consistent with the organization's policies and Strategies;

People sharing ownership of the organization's goals;

People taking appropriate decisions and improving processes they are involved in;

People satisfaction with their jobs, their active involvement in their personal growth and Development and being enthusiastic and proud to be part of the organization

All the above listed actions and benefits are motivational factors that lead to the organization to a higher efficient performance. But how can all these benefits be achieved is the basic challenge. What are the motivational factors that lead to the employee engagement participates and be part of an internal drive to satisfy unsatisfied need (**Higgins, 1994**).

2.5 How can quality management system helps to motivate employee

A. Listening

Listening is one of the most effective tools managers can use to promote employee Involvement. Listening to human being is a powerful involvement tool. It helps the speaker feel that the person listening wants to understand what the speaker has to say. It encourages people to open up, and to become involved. If no one listens, people won't become involved, because they will recognize that no one Values their opinions.

The next step in good listening is to ask questions, but to do so in a non-threatening and open - ended manner. Suppose a work center is producing a high number of non-conforming parts, one approach to soliciting employee input in such a situation is to ask the employees, "What kind of tools do you need to make your job easier?" This is a good approach; it clearly conveys management commitment to support the work center with whatever it needs to continuously improve, and it induces the employees to start speaking up about needed improvements (A. Apostolou, 2003)

B. Employee Involvement

People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit. Involving people and their abilities at all levels can only bring benefit to the organization. Motivating people, holding them accountable for their own performance and involving them in decision making inspires innovation and creativity. Employee involvement approaches can range from simple sharing of information or providing input on work-related

People from all levels of the organizational structure can involve in different teams or groups to improve the quality and productivity of their work. The improvement work can include correction, corrective action, continual improvement, breakthrough change, innovation and reorganization (ISO 9001:2015). These improvement process will be effective when performed by different quality tools. Most of the quality tools are performed by teams in which people encourage to participate and contribute their part. This participation motivates the employee for more and creates belongingness to the organization. Some of the quality tools are more helpful to motivating the employee than others.

Quality circle:

Quality circles were first introduced in Japan in 1962; and Kaoru Ishikawa has been credited for their creation and aims to correct the process. Members are selected within the department. Regarding quality circle Juran also point out the composition of the team and the training needed for the group. A quality circle is a work force in one department which consists of 6 to 8 people. And the primary purpose is to improve human relation. Quality improvement is the secondary purpose. (Juran, 1998).

features	Quality circle	Other Quality project team
Primary purpose	To improve human relation	To improve quality
Secondary purpose	To improve quality	To improve participation
Membership	From a single department	From multiple department
Size of group	4-8	6-12
Other name	Employee involvement team	Quality improvement team
Status of members	Typically in the workforce	Typically managers/professionals

Table 2. 1: Contrasting Quality circle with other quality teams

(Selectively taken from Juran quality hand book Fig5.12 and table 22.10)

Table 2.1 shows the team spirit of quality circle more than other team. The primary purpose of quality circle is to improve human relation by involving in every project of quality improvement process.

Six sigma

Six sigma is a team based approach that is used to minimize defects and wastesufficiently. It is often used for improving business performance to achieve measurable financial results. It is a structured implementation of various quality improvement tools and techniques using a DMAIC model (Design, measure, analyze, improve and control phase) driven by data (Ephrame S., 2016).In each phase of the model, the teams discuss on the problems, the ideas of improvement and the control system to maintain the improvement.

CHAPTER THREE

Research design and methodology

In this chapter of the research work a description of the research design and methodology used in the study are discussed. The sampling technique, sample size, the type of data collation and the method of data analysis used in conducting the study are presented in detailed manner.

3.1 The Research Design

This research is focus on the challenges of implementation of quality management system without the organization internal motive. The research is designed in descriptive nature because it allows to describe the nature of currently exists situation and to investigate its causes in a better way. Descriptive research involves in attempting to define or measure a particular observable fact, usually by attempting to estimate the strength or intensity of actions or the relationship between two actions.

To undertake the research, primary and secondary data sources are used. As the most common method of gathering primary data is the researcher used survey method it to collect primary data. The research methodology used for the achievement of this research was divided into three stages, which are:

- Assessment of operational element (strong QMS understanding, committed leadership, customer focus, control of processes, established monitoring and analysis procedures, continual improvement efforts, employee participation and engagement) for the identification of performance indicators and the methodology of data collection inserted in the quality management system of the company;
- Accomplishment of research with the application of the questionnaire developed;
- Assessment of existing indicators and analysis of the results

3.2 Population and sampling procedure

Population of the study is the permanent worker of Anbessa shoe factory; whose number is 545. From the source population of the factory appropriate sample for questionnaire administration is determined by using disproportionate stratified sampling technique. The reason for using disproportionate stratified sampling is to give two or more strata will have different sampling fractions.

3.3 Instrument of data collection

The researcher has used the following data collecting methods during gathering of the necessary data.

I. Questionnaire

In gathering data self-administered questionnaire was used to collect information from the managers and the employees. The rationale for using self-administered questionnaire was to allow the respondents to answer at their own pace without taking them away from their work place. The questionnaire has two main sections; the first section is used to indicate the respondents' general information. The second section is organized to receive opinions of the respondents 'by using a five points Likert scale ranging from strongly agree to strongly disagree.

The questionnaire reproduced is in **Appendix 1**.

II. Direct observation

The other method the researcher used is direct observation. This method is used for collecting the required data and information from the shoe industries. The quality assurance department of the organization is observed how this section contributes to the assurance of quality in Anbessa shoe factory.

3.4 Sample size determination

It is a method of creating sub-population within the entire population. The sub-population or stratum is assumed as a homogeneous internally and heterogeneous with other stratum. In this

regard the entire population of the employee classified into three stratum as operators, staffs from Foreman to department managers (operational division) and marketing and administrative staffs.

As to sample size determination, among from different methods, the one which developed by (Yamane,1967) provides a simplified formula to calculate sample sizes. Moreover, using this formula a calculated sample size is developed. Where, n is the sample size from the total population, N is The Total Population and e is Margin of **error** = 0.08 with 92% of accuracy level. Based on the formula indicated under,

$$n = \frac{N}{1 + N(e)^2}$$

n=sample size

N=Population

e=margin of error

Accordingly, the total numbers of respondents are all workers from different division, and levels are: 108

In order to obtain representative sample from the population a stratified sampling technique was used. It is a method of creating sub-population within the entire population. The sub-population or stratum is assumed as homogeneous internally and heterogeneous with other stratum. In this regard the entire population of the employee classified into three stratum as operators, staffs from Foreman to department managers (operational division) and marketing and administrative staffs (Admin.staff).

		Sample size	proportion
	Admin.staff	34	35
Operational staff	foreman TO dep. mgrs.	38	40
	Operators	24	25
	total	96	100

Table 3.1: Questionnaire distribution

3.5 Methods of Data Analysis

The data analysis of the study is done as per the demands of the objectives. As much as possible separate analysis for individual objective is done .All data were entered into and analyzed with the statistical package for social science (SPSS) software.

Frequency distributions of all variables were checked for missing data and entry errors, summary statistics, including the computation of means, standard deviations, frequency counts and percentage of all employees' data were performed.

CHAPTER IV

DATA ANALYSIS AND INTERPRETATIONS

This chapter presents the research results and discussion of the study. It starts with demographic analysis and subjects of the study are analyzed. Finally the discussion part presented.

4.1 Data analysis

Data was obtained by the researcher through questionnaire. a total of 96 questionnaire were administered to the three departments of the Anbessa shoe factory. 34 for admin.staff,38 for foreman to Dep.mgrs and 24 for operators. Out of this questionnaire 76 were answered and returned. Which represent 79% of the respondents? Thus this analysis is done based on the 76 questionnaire.

The general information is organized in the following areas; gender, educational level and work experience.

		Frequency	Percent	Cumulative Percent
gender	male	61	80.3	80.3
	female	15	19.7	100.0
	Total	76	100.0	
educational background	certificate	27	35.5	35.5
	diploma	38	50.0	85.5
	Degree & above	11	14.5	100.0
	Total	76	100.0	

Table 4.1 Demographic Characteristics of the Respondents

Most of the operation in the factory needs a special skill to operate. Such as stitching and cutting. Therefore most of the operators are trained in the specific skill in LIDI training centre. Almost all the operators are a minimum of certificate holder.

4.1.2 Work experience

	Frequency	Valid Percent	Cumulative Percent
less than 2 years	24	31.6	31.6
between 2-5 years	37	48.7	80.3
more than 5 years	15	19.7	100.0
Total	76	100.0	

Table 4.2 work experience of the Respondents

As can be seen from the above table 4.2 demographic data, only 19.5% of the respondents have more than 5 year experience. Moreover 31.7% of the employees have less than two years' experience. From all respondents most of the employees are less than a 5 year experience (80.5%).

4.2 Research related questions

The major components of QMS are assessed under this part of the question. This part also has a total of three sections namely; the organizational motive to implement the QMS, the result of the implementation and the employee motivation. There are two main motives for the implementation of the QMS. For the analysis purpose, extrinsic and intrinsic motive analyzed separately. Each section has detail of the expectation of QMS result both on employee, customer and the factory as a whole. The first part of the questionnaire designed to imply the intrinsic motive of the organization.

4.2.1 Motive of the organization

The first part of the questionnaire, Table 4.3 checks whether the company’s motive is intrinsic or not. With regard to this, the opinion of the respondents was collected with five questions; the total average of the five questions mean is 2.63 with a standard deviation of 1.31. On the first question respondents are asked “does the QMS implementation improve efficiency in internal process” indicate the mean value 2.38 and 1.35 standard deviation. When the frequency distribution is observed (Table 4.4) 31.3% strongly disagree and 27.1% disagree. 10% and 14.3% respondents are Agree and strongly agree respectively, total of 24%.

			Mean	Std. Deviation
1		Improve efficiency in internal process	2.38	1.346
2		Improve the image of the organization to all its stakeholders as a marketing tools	2.47	1.160
3		implement a new management model	2.78	1.401
4		Foster a participative style among the employees	2.72	1.410
5		improvement of quality of products and services	2.68	1.319
		AVERAGE	2.63	1.31

Table 4.3 ORGANISATIONAL MOTIVE

Question No 4 asked the respondents whether QMS implementation “foster a participative style among the employees”. The respondents mean value for this question is 2.72 and the standard deviation is 1.4. In question No 5 respondents were asked their observation whether the QMS

“improve *quality* of products and service” the average value of the respondents is 2.68 and the standard deviation 1.32.

The respondents, from their observation, don’t believe that QMS cultivate participation between the employees. Moreover only 24.3% agree (strongly agree and agree) on QMS implementation effect on efficiency improvement.

		Frequency	Valid Percent	Cumulative Percent
Valid	strongly disagree	22	31.4	31.4
	disagree	19	27.1	58.5
	neither agree or disagree	12	17.1	75.6
	agree	7	10.0	85.6
	strongly agree	10	14.3	99.9
	Total	70	100.0	
Missing	System	6		
Total		76		

Table 4.4 the QMS implementation versus efficiency in internal process

From the above tables (Table 4.3 and Table 4.4), respondents don’t observe improvement of quality, improvement in efficiency and change in style of management to participation by the employees. From this it is possible to infer that the organization is motivated externally. But the higher standard deviation implies that the motive is not fully external.

4.2.2 Employee motivation

This part of the questionnaire is prepared to know how much the employees are motivated by the implementation of QMS. The total mean of the questions

is 2.63 with a standard deviation of 1.31. When Question No.1, the lowest mean value, respondents' frequency shown in Table Table 4.5 shows 33.9% strongly disagree, 22%.

		Frequency	Valid Percent	Cumulative Percent
Valid	strongly disagree	25	33.9	33.9
	disagree	17	22.0	55.9
	neither agree or disagree	13	16.9	72.9
	agree	19	25.4	98.3
	strongly agree	1	1.7	100.0

Table 4.5 it is a moral obligation for me to practice in improvement activities Related to quality work

To compare the frequency distribution of the maximum and minimum mean value Table 4.6 shows the frequency distribution of question No 6.

		Frequency	Percent	Cumulative Percent
Valid	strongly disagree	8	11.5	11.7
	disagree	24	34.4	46.7
	neither agree or disagree	8	11.5	58.3
	agree	17	24.6	83.3
	strongly agree	11	16.4	100.0
	Total	68		
Missing	System	7		
Total		76		

Table 4.6 Activities of employee for improvement

In question No 6 respondents were asked his believe on improvement work as **“Find ways to improve how activities are performed in the organization is part of my job”**. The mean value of the respondents is 2.93 and the frequency distribution shows 11.5% strongly disagree, 34.4% disagree (46%)and 11.5% neither agree nor disagree. This result doesn’t show clear inclination of the employees motivation but the overall result (Table 4.7) shows that employees are not motivated at the required level for effective implementation of QMS.

Employee motivation is a psychological factor and these questions couldn’t clearly demark the level of employee motivation. But it shows motivations towards implementing QMS.

		Mean	Std. Deviation
1	It is a moral obligation for me to practice in continuous improvement activities related to quality work	2.30	0.910
2	My participation in improvement activities related to quality improve performance	2.83	1.226
3	I like the idea of participate in continuous improvement related work quality	2.79	1.062
4	I often make suggestions to improve the work of my workspace.	2.50	1.114
5	In my areas of work am always looking for to prevent error	2.92	1.324
6	Find ways to improve how activities are performed in the organization is part of my job	2.93	1.204
7	Often I present ideas and suggestions for quality improvement without waiting for additional rewards.	2.48	1.143
	AVERAGE	2.67	1.14

Table 4.7 Employee motivation

4.2.3 QMS result on the organization

The overall outcome of implementing effective QMS is to satisfy the customer with the lowest possible quality costs. The motivated employee and committed employer result such changes in the process. And questionnaire in Table 4.8 tries to get information about the internal result of the organization.

		Mean	Std. Deviation
1	Improving relation with customer	2.59	1.328
2	Improve relation to people in the organization	2.36	1.128
3	Improve sales	2.86	1.303
4	Improve the daily cost of non-conformance	2.61	1.223
	AVERAGE	2.60	1.25

Table 4.8: QMS Results on the organization

The total average of the above table is 2.6. The respondents' perception on relationship within the organization is presented in question No 2 of Table 4.8 and the mean value is low (2.36).

For Question No 4 "Improve the daily cost of non-conformance" the average value is 2.61

And when the frequency distribution of the respondents are observed on Table 4.9

25% of the respondents strongly disagree and the other 25% disagree on the inquiry. The cumulative percent that disagree and don't have any opinion is 73%.

		Frequency	Valid Percent	Cumulative Percent
Valid	strongly disagree	17	25.0	25.0
	disagree	17	25.0	50.0
	neither agree or disagree	16	23.5	73.5
	agree	10	14.7	88.2
	strongly agree	8	11.8	100.0
	Total	68	100.0	
Missing	System	8		
Total		76		

Table 4.9: **Improve the daily cost of non-conformance**

4.3 Discussion

Based on the assessment of the operational elements of the QMS and analysis of data made in the previous chapter this section summarizes the main finding of the study.

In this study, an attempt was made to explore challenges faced by Anbessa Shoe Factory and how these challenges can be tackled by systematic approach. In order to achieve this major objective, analysis was made on obtaining the perception of respondents with regard to employee motivation to implement the QMS, the benefit of the implementation and its result on employees. Accordingly, this research paper concentrated on the basic steps taken for implementation QMS that satisfy all stake holders.

Organizational knowledge according to ISO 9001:2015 classified into two as external sources and internal sources. Among the listed internal sources, knowledge gained from experience; lessons learned from failures and successful projects; capturing and sharing undocumented knowledge and experience determines the outcome. Even though the motivation is a complex factor to clearly demarcate the cause and effect, but the clear point here is if the organization

motive to implement the QMS is from external one (Table 4.2), the management doesn't give more attention for process improvement, team work and other system implementation that results a lower motivated worker for the better performance of the process. As the Table 4.3 shows respondents conform that there is a series obstacle on employee motivation. The grand average (2.73) is low that shows employees are not motivated to work as a team of the organization for better results.

When observing the result of QMS in the organization, the employee doesn't observe a significant change such as employee relation improvement, cost of quality reduction... (Table 4.9).from the observation on the process lineanbessa shoe factory has huge problem on its process regarding reproducibility.

The present study empirically supports the view that as far as Anbessa Shoe Factory is concerned, the main dimensions of ISO 9001 QMS effectiveness, reflecting the standard's objectives, are indeed those that are described by the standard itself namely continuous improvement, customer satisfaction and prevention of non-conformities. The critical factors for ISO 9001 QMS effectiveness form specific dimensions – critical areas, namely internal motivation, employee attributes, company attributes, external environment pressure and quality system attributes. However, not all the critical areas are significant in increasing ISO 9001 QMS effectiveness. It is the critical areas concerning the internal business environment (company internal motivation, company attributes and employee attributes) that have a significant impact on the degree to which the ISO 9001 objectives are achieved.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATION

In this chapter the main findings of the research are summarized and the conclusions reached from them are put in brief. And recommendations are given to further strength the positive findings and minimize negative one.

5.1SUMMARY

The study results show that in general, the respondents are not motivated in their work. They like to participate in continuous improvement, but there is no way of participation. In their area of work they look for to prevent error. They have no freedom to suggest. Therefore there exist some factors that need to be improved in order to increase employees' motivation. For examples, according to the results, the respondents experienced a low rate for empowerment. It might be the consequence of lack of work involvement, low responsibility level, or a lack of freedom in making choices and the way to implement tasks. Furthermore, the availability of quality teams is very important to enhance involvement. From this and other factor the organization result due to QMS is not significantly observed by the employee. In some extent sales improvement is observed.

5.1 CONCLUSION

The motivation of employees plays one of the most vital roles in an Organization's effectiveness and assertively contributes to its growth and prosperities. Therefore, it is necessary for any employer to understand what truly motivates the employees and how to maximize the overall job performance. The theoretical framework of the study and the findings had confirmed that the motivation of employees is affected by two main factors which are intrinsic motivation

and extrinsic motivation. Intrinsic motivation, which derived from the inside of a person and seemingly related to their needs, desires, and goals, has established a fact to outweigh the influence of extrinsic motivation. Motivating employee intrinsically is very helpful for the effective implementation of QMS. Some examples of intrinsic motivation can be listed as having interesting and challenging job, work flexibility, and a good relationship with supervisors and co-workers. It is not only a factor that motivates employees at work; it is also an important determinant for employee retention.

5.3 RECOMMENDATION

Employees are indeed a major contributor to the business development and success. It suggests that the motivation of employees can be achieved through the empowerment of employees. It indicates the degree, of which the employees are involved in decision-making processes, the existence of mutual connection between the employees and the company, and the authorization over the task they are working on. High employee involvement shows higher level of employee motivation and satisfaction. Therefore, engaging employees in meetings and discussions and letting them know that their ideas and contributions are listened to and appreciated, giving them space and opportunities to experience. Having repetitive tasks every day is a reason for demonization, boredom, and a lack of enthusiasm. Thus, it is recommended for companies to implement job rotation in order to keep the employees' interest and satisfaction with work. Sufficient training programs and feedback systems are necessary to be included not only to provide employees adequate knowledge and skills to do the work but also to improve the working environment, techniques, and quality. Proper recognition of well-done work and opportunities to growth and become promoted are also prioritized as an effective method for motivation fulfillment. Finally, utilizations of appropriate management style and effective communication within all levels of the organization are as well the elements that contribute to higher motivation level of employees. To sum up, the motivation of employees can be affected by many factors. However combination of both physical incentive and spiritual stimulation is the most powerful way to raise the motivation level.

Employee involvement begins with a change in management's attitude. Therefore the management must determine the most effective employee involvement options that will be

matched to the specific industry goal. In order to implement employee involvement and empowerment to the Industry the following steps should be taken.

1. Training employee to accept responsibility
2. Giving employee the responsibility.
3. Communicating and giving feedback.
4. Giving rewards and recognition.

Based on the findings from different literatures and the primary data gathered by both the questioner and from direct observation, the following QMS implementation tool is recommended for the full utilization of the organizations' knowledge by motivating the employee. The main problem of most organization in the implementing process of QMS is top management selectively implement the QMS requirements by ignoring the human factor. SIPOC diagrams can be easily integrated into process maps used for quality management systems based upon the ISO 9000 family of standards. It is a powerful mapping tool. It used to map a process at increasing levels of detail (macro-processes and sub-processes). It clearly shows the process owner, the requirements which are relevant for the process, the responsibilities for each activity of the process and the relevant documents to be used (which may include written procedures, records and/or work instructions) (Pedrito A. Marques and José G. Requeijo, 2009). SIPOC helps, as other quality tools, the involvement of all process owners according to their responsibility. Table 5.1 shows the relationship of every process and sub-processes in terms of inputs, outputs, suppliers and customers (internal and external).

Based on this technique five steps shall be taken to develop a quality management system that is

1. Identify key processes
2. Classify key processes
3. Map key processes
4. Develop network of key processes
5. Control and continually improve key processes

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Appendix I

Questionnaire



St. Mary's University
School of Graduate Studies
Institute of Quality and Productivity Management
Survey on employee motivation in Abbesses Shoe Factory

QUESTIONNAIRE

This questionnaire is prepared to collect data regarding the motivational factor and employee motivation of QMS within your factory.

No personal information is required and the result of the study will not come back to you in anyway. This Questionnaire has three parts and each of them has their own purposes. Thank you for your sincere Cooperation and willingness to be part of this research.

PART ONE

Personal Information

2. Gender of respondent: Male Female
3. Educational background ----- (certificate, diploma, degree....)
4. What is your position? -----
5. Work Experience: below 2 years from 3-5 years
More than 5 years

PART TWO

This part of the questionnaire is prepared to understand your level of the following parameters within the Factory. Please answer the following questions accordingly and put “X” in the respected area.

1= strongly disagree, 2= disagree 3= neither agree nor disagree 4= agree 5= strongly agree

No	INITIAL MOTIVE To IMPLEMENT QMS	1	2	3	4	5
	QMS implementation is:					
1	Meet the demands of customers or other external agents					
2	improve efficiency in internal process					
3	Improve the image of the organization to all its stakeholders as a marketing tools					
4	Implement a new management model					
5	Foster a participative style among the employees(sense of belongingness, motivation)					
6	Improvement of quality of products and services					
7	Improve competitiveness					
8	Improve financial performance					
9	obtain grants of public administration					
10	follow trends in management imitating others					
II	Benefit of implementation (clause 9:performance evaluation)					
11	Improving relation with customer					
12	Improve relation to people in the organization					
13	Improve sales					

14	Improve the daily cost of non-conformance					
III	Degree of commitment of the management (clause 5:leadership)					
15	In the strategic plan the organization take in to account the customer needs and needs of other stake holder?					
16	In your organization to develop the strategy used information about best practice of other origination.					
17	Your organization develop alliances with partners/supplier that allow improving processes and the customer/supply chain					
18	In your organization market research is used to determine their needs and expectations for products and services					
	INTERNAL INTEGRTION(7.1.2 People)					
19	The use of QMS has been the result of analyses of the outcome and internal process rather than obey external pressures.					
20	Assessment of previous system implementation is considered in the development of the new strategic plan.					
	DAILY USE					
21	Management participate in the process of quality improvement					
22	The line employees are involved in improving the quality					
23	There is a periodic report on quality for management and employee					
IV	EMPLOYEE MOTIVATION					
24	Often I present ideas and suggestions for quality improvement without waiting for additional rewards.					
25	Find ways to improve how activities are performed in the organization is part of my job					

26	In my areas of work am always looking for to prevent error					
27	I often make suggestions to improve the work of my workspace.					
	PARTICIPATION					
28	I like the idea of participate in continuous improvement related work quality					
29	My participation in continuous improvement activities related to quality improve performance					
30	My participation in continuous improvement activities related to quality increases the satisfaction of internal and external customers					
31	My participation in continuous improvement activities related to quality reduce quality costs					
32	It is a moral obligation for me to practice in continuous improvement activities related to quality work					

Appendix II

Footwear Company Profile

No	Name of Footwear Companies	Location	Establishment Year	Man power			Production capacity in pair/Yearly	Actual Production in Pair
				M	Fe	Tot.		
3	Huajian International Shoe City plc	DUKEM/Eastern Industry zone	2004 E.C			473	1960000	1353840
4	Anbessa Shoe Sh. Co	A.A. LIDETA	1931 E.C	44	690	113	840000	660000
5	TikurAbay Shoe Share	A.A. ASKO	1940 E.C	-	-	566	1176000	523360
6	Mohan.PLC	Gallan	2000 E.C	68	112	180	1120000	456000
7	Peacocke Shoe (Dire Industries Plc)	A.A. NIFAS SILK	-	-	-	-	560000	420000
8	Jorge Shoe Factory	A.A	2005 E.C	-	-	105	1120000	381272
9	RasDashen Shoe plc	A.A. NIFAS SILK/Industry zone	1982 E.C	22	41	63	336000	308000
10	New wing – Addis Shoe factory plc	A.A. SARIS	2004 E.C	48	720	120	1120000	276360
11	Kangaro Shoe Factory	A.A. NIFAS SILK	1982 E.C	84	297	381	280000	126000
12	Sheba Leather Industry	Tigray/Wekro	1985 E.C	-	-	340	280000	12000

	Plc							0
13	Ramsay Shoe Factory	A.A. NIFAS SILK /Industry zone	1987 E.C	19 8	300	498	560000	79200
14	Fotaneya Shoe	A.A. SARIS	2004 E.C	41	102	143	420000	79200
15	Bostex Shoe Factory	A.A/K.Keranyo	2005 E.C	21	15	36	70000	70000
16	OK Jamaica	A.A. NIFAS SILK/Industry zone	2001 E.C	31	63	94	224000	46200
17	Wallia Leather and Leather Products	A.A /Kaliti	1996 E.C	25	70	95	280000	32660
18	Oliberte	A.A/Akaki	2002 E.C	-	-	120	28000	28000
19	Modern Zege leather product	A.A/Kalite	1989 E.C	23	52	55	224000	8366
20	Youbang Manufacturing of shoes plc	Lebu	2010			###		
21	ISLEX plc	Addis Ababa	2007			40		
22	Duka- Clarks shoe and leather products factory	Addis Ababa	2000			60		