



*STRATEGIES OF
EMPLOYEES MOTIVATION
AND ITS IMPACT ON
PRODUCTIVITY*

**A senior essay submitted to department
of management for partial fulfillment of the
awards of BA degree in management
(case study from Kulito-Flour factory)**

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JUNE , 2013

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Chapter One

1. Background of the study

1.1 Introduction

Motivation is the process of stimulating people to accomplish desired goals. It has energy, directly and maintenance components, more especially it is the force that influence enthusiasm directs employees' energy towards attainment of an outcome and maintains behavior even when that behavior does not lead to an immediate, extinct reward. Motivation is not so thing managers do to employees but managers can and should influence through motivation to their employees.

Motivation is very essential in any kind of organization because without proper motivation no work can be done completely. Motivation can be simple or complex.

Simple motives originate from psychological imbalances such as trust, hunger, exhaustion and lack of oxygen and sex, most motives however, are not very simple and behavior is really determined by a simple motives.

The importance motivation to human life and work can be judged by the number of theories.

- Maslows needs hierarchy theory
- Mc Gregory theory "x" and theory "Y"
- Herzbergs motivation hygiens theory
- McClellands learned need theory
- Expectancy and goal setting theory

And also monetary and non monetary motivation strategies are in an organization.

Generally motivation is the input productivity. So productivity is the ratio of a given amount of output. A given amount of input for specifics period of time. The higher ratio, the higher productivity the part played by motivation in achieving the rates is important for managers and detracts from establishing a perfect correlation between motivation and productivity.

An organization should be a vehicle for fulfilling individual needs. However, organizations do not exist merely to satisfy individual needs, but are concerned with survival through productivity.

Achievement of profit and not profit organization is essential for a countries economic development in general and the society in a particular. At their inception organization set a mission, vision, objective, goals and strategies.

Among profit organization goods and service producing companies are the major ones. In order to have good management of their scarce resources. The best thing goods producing factors such as MAA garment factory have to do is designing a good way of purchasing and supplying raw materials, machineries, spare parts and on. Organization need to have competitive buying or purchasing system starting for their establishment.

1.2 Statement of the problem

All employees need motivation. Motivation is mainly psychological. It refers to these force operating within an individual, which impel him to act in a certain way. Motivation is an organization requirement. The more positive the individual motivation towards the organization the more effective in his performance and also achievement of productivity coupled with the satisfaction of employees need. Higher productivity due to the part played by motivation in achieving the organizational objectives. Currently the factory has under taken different strategies of motivation to its employees.

The study identifies the motivational strategy and its impact on productivity in the case of kulito flour factory . The researchers will attempt to investigate the problem of the factory.

1.3 Research Question

- Dose the organization has a continuous and effective motivation strategy to produce greatly?
- To what extent are kulito flour factory employees satisfied by the motivational strategy of the factory?
- Is productivity influenced by the factories motivational strategy

1.4 Objective of the study

- General Objective
 - To investigate the strategy of employees motivational the factory uses and its effectiveness in satisfying workers and its impact on productivity.
- Specific objectives
 - To show the relationship between productivity of or workers and the motivational factors.
 - To identify which motivational factors are more likely chosen by employees.
 - To know whether the organization planning to adopt new motivation strategies in the near future.
 - To assess the satisfaction level of employees.

1.5 significance of the study

In an organization these days there are lot of employees but in many cases the organization faces implement turn over.

One of the reasons is the organization ill motivation mechanisms, for these reasons may experience workers (employees) may leave the organization. If the strategy of organization motivation is not convincing employees become de-motivated hence it affects the productivity.

The researches believes, this study has following important;

- This study benefits the organization by solving the problem identifying help to management to revise its policy accordingly.
- Employees of the organization will address their need and reasons for their dissatisfaction through the questionnaire and interviews might get solution from the management of their organization.

1.6 scope of the study

This study is targeted onkulitoflour factory in general and human resource management function limited to the strategies of employees motivation and its impact on productivity in the case of kulito flour factory.

The researcher collects information from the researches doesn't refer to all problems of the organization because the scope is limited to specific function. So the writer concentrates on the employees of textile factory only.

1.7 Methodology

The source of the data for the study is base to the problem and objective of the establish above.

1.7.1 Primary data

This data represents information collected through observation; interview and questionnaires are distraughtly for sample employees and employees of the organization. So a self administer close ended questionnaire is prepared and distributed to be filled by kulito flour factory employees as they are element to studied.

1.7.2 Secondary data

Secondary data is collected from different reference books and other source. At the end in the analysis part both qualitative and quantitative data are used, the result of questionnaire was summarized no tabular from, pie chart and graphs.

1.7.3 Methods of sampling

The researcher used systematic random sampling method. The reason behind choosing this method is it simplicity and convenience to adopt and it is suitable since the population is large. The primary data was collected by distributing questionnaire for 60 employees out of 602 employees.

1.7.4 Data analysis method

Data analysis method is based on the nature of data. After the gathering of data, it is grouped and summarized according to it is character.

Which is the record of organization analysis is through tabulation, pie chart and graphs which should the interrelationship among the major components of different departments within the organization is used.

1.8 Limitation

While conducting the study, many problems are in countered that may affect the quality of paper and also unavailability of organization data affected the study to great extent.

Lack of sufficient knowledge to conduct such a study was also alimentation respondent were not able to return questionnaires at the required time and even some of them were not willing to return questionnaires completely, despite many factors for the effectiveness of productivity, this paper assesses the impact of motivation in productivity.

Work Plan

Work plan is used to indicate and motivate to increase the interest of writer and enable the worker or write to attain objectively.

No		January	February	March	April	May
1	Writing proposal	10 – 15				
2	Correction of proposal by advisor		2 - 10			
3	Writing review literature	20 - 29				
4	Questioner		15 – 20			
5	Data collection			10 – 20		
6	Organizing data			21 - 30		
7	Data analysis				2 – 10	
8	Writing conclusion and recommendation				12 – 17	
9	Correction of paper by advisor				20 – 30	
10	Typing the final paper					1 – 15
11	Submission of the paper					18 – 25

BUDGET AND WORK PLAN

BUDGET

No	Description	Units	Units required	Unit Price	Total birr
1	Pencil	Piece	2	0.50	1
2	Pen	Piece	6	1.50	9
3	Binder	Piece	1	15	15
4	Paper	Package	1	55	55
5	Ruler	Piece	1	3.50	3.50
6	Transportation	Trip	1	-	24
7	Tell expense	-	-	-	50
8	Photo copy	Page	-	0.35	14
9	Floppy disc	Number	40	4	12
10	Correction fluid	Number	3	5	5
11	Typist feel	Page	1	3.50	140
12	Contingencies	-	40	-	-
Total					328.50

Chapter Two

2. Review of Related Literature

2.1 Introduction

This chapter presents a brief discussion of the major motivation that be consider within one deals with employees work environment so managers should be sensitive to various in employees need abolition and goals and they also must consider differences in preference for rewards so that they enable to maximize the productivity of the organization.

2.2 What is Motivation?

No one questions the center role that motivation plays in shaping behavior and specifically in influencing work performance in organization job performance may be viewed as a function of the capacity to perform the pope trinity to perform and the willingness to perform.

Motivation means the process of stimulating people to action accomplish designed goals motivation is very essential in any kind of organization, because with proper motivation no work can be done completely.

Motivation can the process of stimulating people to action to accomplish designed goals, motivation is very essential in any kind of organization, because with proper motivation no work can be done completely.

The tern motivation was originally drives from the latin word mover which means too more (Maitland 19995,p,1070 the one word is obviously an adequate definition the term is used it account for behavior either in terms of the energy extended in goal seeking or in relation to the factor both internal an external which help initiate as maintain organized effort, on the other hand given different definition to the term motivation as being an inner state that energizes canal and sustains human behavior to achieve goals further more (R. schemer born JR 1993,p,404) has defined it motivation is a term used in management theory to describe forces with in a persistence of effort expanded at work.

Thus as it can be inferred from the given definitions motivation means creating a force which can move to ward a desired action.

2.3 Approaches to motivation

Despite the fact the large scale, complex organizations have existed for several hundred years managerial attention to the role of motivation in such organization are most recent phenomenon before the industrial revolution the major form of motivation took the form of fear as manufacturing process become more complex, large scale factories relationship which had existed under the home industries or putting out system of small manufacturing. There are three types of managerial approaches to motivation.

These are:-

- Traditional model (economic need motivation)
- Human relation model (concept of motivation)
- Human resource model

2.3.1 Traditional model (Economic Need Motivation)

This model is best characterized by the writing of Frederick w. Taylor (1911) and his associate in the specific management not only to work traditional approach has the following assumptions, policies and expectation. (Source; James E. Rosenzweig p.57)

A. Assumption

1. Work as inherently distasteful to most people.
2. What they do is less important than what they are for doing it
3. Few want or can handle work that requires creativity self direction or self – control. (Source: Fremont E. kat and James E. Rosenzeig p. 57)

B. Policies

1. The managers task is to closely supervise and control subordinates
2. He or she must break task in to simple repetitive easily learned operation
3. He or she must establish detailed work routines, procedures and enforce these but fairly. (Soure; Fermont E. kast and James E. rosenzweig p. 64)

C. Expectation

1. People can tolerate work, if they are pad decently and treated by the boss fairly.
2. If tasks are simple enough and people are closely controlled they will produce up to standard.

2.3.2 Human relation model (Social concept of motivation)

Beginning in to the late 1920s initial efforts where begun to discover why the traditional was in adequate for motivating people. The earliest such work carried out by may (1933 – 1945) and ruthless burger and Dickinson (1939) pointed the way to what was become the human relation school of management by arguing that it was necessary to consider the whole person on the joy these researchers posited that reutilization of task brought about by the industries revolution had sever to drastically reduce the responsibilities of finding satisfaction in the track itself. It was believed that because such as from their fellow workers this model has the following assumption, policies and expectations. (Source: Rashid and Archer 1983, p. 179)

A. ASSUMPTION

1. People want to feel useful and important
2. People desire to belong and to be recognized as individuals
3. These needs are more important than money motivation people to work

B. POLICIES

1. The motivation, basic take is to make each worker feel useful important
2. He/she should keep subordinate informed and listen to their objections to his or her plans
3. The manager should allow subordinates to exercise some self – direction and self – control or routine matters.

C. EXPECTATION

1. Sharing information with subordinates and involving them in routine decisions which satisfy their basic needs and to make them feel belong and feel import.
2. Satisfying this need will improve moral and reduce to formal authority subordinates will willingly cooperate.

To conclude each approach suggests its own factor of motivation and these factors are somehow different from one another since the traditional approaches take economic gain belongings and full use of labor force respectively behavior influenced by the individual differences are enormous among employees to manage the individually of each employees. Once we have discussed the concept of motivation approaches motivation it's now important to consider the theories of motivation.

2.4 Motivation Vs Productivity

One of the basic tenets of psychology is that rewarded behavior tends to repeat itself this principle is at the core of the psychology of learning and development.

By using this principle, some action strategies for the organization sharing productivity problem may be field to the behavior of its work force and lack of motivation. An organization should be a vehicle for fulfilling individual needs however organizations don't exist merely to satisfy individual need but are concerned with survival through production achievement of productivity need should be concern of all organization.

Productivity is to ration of a given of output a given amount of input for specific period of time. The higher productivity the part played by motivation is achieving the rates is important for management and detracts from establishing a perfect correlation between motivation and productivity.

2.5 Theories of Motivation

Various theories of motivation have been forwarded in explaining human behavior at work place in different situation.

Those theories are grouped In tow types, these are

- Content theories and
- Process theories

Bennett, 1994, P. 300 – 319 Ivan T. Robber son mike smith (1985, P. 29) Content theories emphasize explicitly on the attempts to develop an understanding to human need it focus on the factor with in the person that energize, directed, sustain and stop behavior. Process theories on the other hand provide adscription and analysis of how behavior is energized, directed, sustained and stopped. It tries to examine the psychological process that is involved in motivation. Here after different types and concepts of motivation theory their functions and implications will be discussed.

2.5.1 *Content theory to Motivation*

Psychological or physiological deficiencies that an individual feels some compulsion to eliminate are could need content theories of motivation use individual need to explain the behavior and attitudes of people at work. This type of motivation theory includes the work of mas law hierarchy of need a defers existence relatedness and growth theory of motivation. Hertzberg's motivation hygiene factor theory but here for this purpose on the tow main type of motivation.

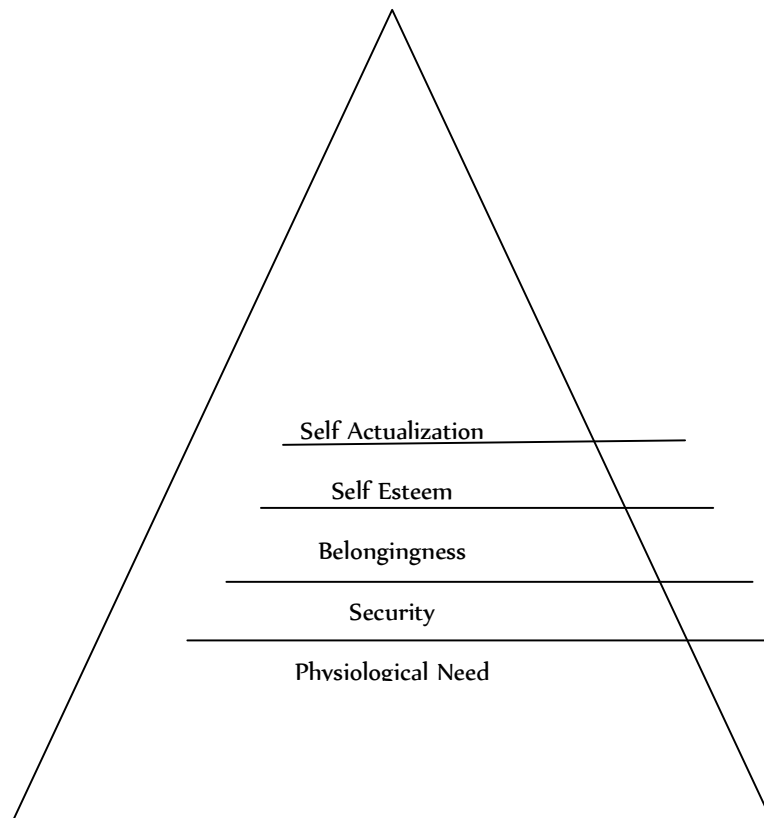
Malaw's theory of motivation

According to gray and strike (1984, P.76) maslaw's theory of motivation is one of the most dominant and widely practiced theory of motivation.

Maslaw theory based on

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

From the assumption Maslaw proposed fivclassification of needs that represent the order of importance of the individual this need are;



According to Meshane Steven L. (1994 P.64) and V on Glinow (1994, P. 30) this hierarchy of needs are listed below.

1. Physiological needs

These needs concern the basic biological necessities of humans like such as the needs to satisfy hunger; thirst, need for rest, shelter and some of other necessary for survival.

2. Safety needs

These include the need for protection against danger, threat and deprivation, security and protection against same hazardous things and job tenure as a result workers need to be protected against all these unwanted conditions and factors which are dangerous to them.

3. Social needs

These deal with the needs to belong to community – giving and receiving friendship and have affiliation needs attempt to satisfy social needs and result in social, cultural, sporting and communication systems. Accordingly workers are motivated when their social needs are satisfied they need to interact with the peers and community at large.

4. Esteem needs

These needs can be reclassified in two categories self – esteem and esteem for others, self – esteem encompasses such items as self – confidence achievement. Knowledge and independence, the second esteem from others deals with one's reputation, status, recognition and appreciation thus workers like to be appreciated by their boss.

5. Self – actualization

Includes the needs for realizing one's potential by using ability skill and potential continued self – development and the opportunity to be creative. An individual in this regard wants to accomplish everything he is capable of achieving likewise workers like to continue in improving their skill through further training or education.

Even though the importance of Maslow's need hierarchy can't be denied. It has drawbacks according to we can't limit the level of needs and order of the level can be affected by environmental factors.

Hertzberg's two factors theory /1975/

The two factor model of satisfied and dissatisfied was developed by Herzberg's following an investigation into the source of job – satisfaction and dissatisfaction of accountants and engineers. It was assumed that people have the capacity to report accurately the conditions which made them satisfied and dissatisfied with their job the items during which they felt exceptionally good and exceptionally bad about their job and how long their feeling persisted. It was found that the accountants, responsibility and the work itself. In the other hand accountants of 'bad' period most frequently concerned the context of the job.

Company policy and administration, supervisor, salary and working conditions more frequently appeared in this account than in those told about good periods (Gray and Strike 1984, P. 76 – 82)

Although Herzberg's two – many managers accept factors theory it has been strongly attacked. The research method has been the relationship between no attempts were made to measure the relationship between satisfaction and performance. It has been suggested that the two factor nature of the theory is an available result of the questioning method used by the interviewers. The implication of the motivation hygiene theory in

employee's attitude towards their job is that it helps to draw the attention of managers to consider the job itself as the primary source of motivation and job satisfaction.

Hygiene of maintenance factors

Salary

Job security

Working condition

Level and quality of supervision

Company policy and administration

Interpersonal relationship

The dissatisfies

Motivation and job

The satisfies

Sense of achievement

Recognition

Responsibility

Nature of the work

Personal growth and advancement

Motivation or growth factors

Representation of Hertzberg's two factor theory

Source: Steven L. MCSHANE organizational behavior fourth edition 1996, P. 69 – 711

Process theory motivation

Here we discussed the second group of motivation theories the process theories and some ways that they have been applied is work settings, process theory motivation focus on how a person comes to act in a different way, there is less emphasis up on the specific factors that motivate through these theories do have a content dimension as we have said, the content theories contain hypothesis about behavior such as "recognition can improve and performance" process theory explains one way or another, how that happens for example reinforcement"

In this case reinforcement is the process by which performance improve. As we come to understand the concept in this theory we will see the dominant processes orientation and less permanent/ but still present/ content aspect.

There are four process theories

/Steven L. Mischne, Mary Ann von Glinow 1996 P. 74 – 87/

These are:-

1. Expectancy theory
2. Equity theory
3. Goal setting theory
4. Reinforcement theory

Here for our purpose we focus on only expectancy theory for the sake of simplicity.

Expectancy theory

Perhaps one of the most accepted theories of motivation to day is the room's expectancy theory argues that the intensity of the tendency to act in a certain way depends on the strength of the expectation that the act will be followed by a given out – come and strength of the attractiveness of the outcome to the individual.

Thus the theory basically deals with the interrelationship among the following three variables.

1. Attractiveness/Valence/ which refers to the importance an employee, attaches to the potential outcome or reward that can be achieved on the job
2. Performance – reward linkage /instrumentally/ which is the degree to which performance at a particular level. Will lead to the attainment of the desired outcome.
3. Effort – performance linkage/expectancy/ which consists of the perception of the individual who exerts a given amount of effort and to performance.

3. Motivating employees in Practice / Tools of Motivation/

Clearly all of these theories are valid, although they each have their own approach & emphasize management have the responsibility of translating such theories in to practice & actually motivating those in the woke environments.

They are two broad means of tools of motivation applied by managers. These are

- Financial means of motivation
- Non - financial means of motivation

3.1 Financial means of motivation

Pay and other financial benefits can inspire people to work hard & earn better you should judge if they pay systems are satisfactory.

This pay system can be in the form of incentive bonuses, fringe benefits, salary & wages & rewards.

Reward system can be are clearly related to the expectancy theory of motivation (W. Griff in 1993,p.374)

An employ is likely to put forth extra effort if he/ she knows that performance to outcome expectancy is affected by extent to which the employee believes that performance will be followed by reward or payment.

Financial Reward

Provide extra money for achievement in terms of contribution or out put

The emphasis is recognition & equality in the sense of paying people according to their just desires.

Bonuses

Are essentially rewards for success and are paid out as alum sum this happens when the organizational performance has exceeded its' targets.

In general F. W, Taylore wrote that:

It's impossible through any long period of time, to get work men to work much harder than the average men around them unless they are assured a large and permanent increase in their pay : (W. Griffin 1993 , page 384 – 385)

3.2 Non Financial means of Motivation

This category of motivation includes

- Being a good leader; many of key in gradients of motivation can be influenced or improved by headers being a good leader is important if managers could be a good leader if they understand their good lead by example & motivation other to follow them.
- Improving job ; employ development might be described as a continual process of improving employees so that make the fullest possible use of their qualities this can done by encouraging self development and training.
- Providing a safe and health work place; the work environment can either make people feel good or de-motivate them if it is not satisfactory.

- Managers will be in a position to ensure safe working condition and build up healthy environment.

Chapter three

3. Data analysis and presentation

3.1 Characteristics of respondents

The following fig. 3.1 and 3.2 indicate the percentage (%) composition of employee's respondents.

The first figure shows Male and Female employees, the second one shows the age variation of employees , the 3rd figure indicates the educational qualification or employees and the last figure indicates the service of employees in year with in the factory.

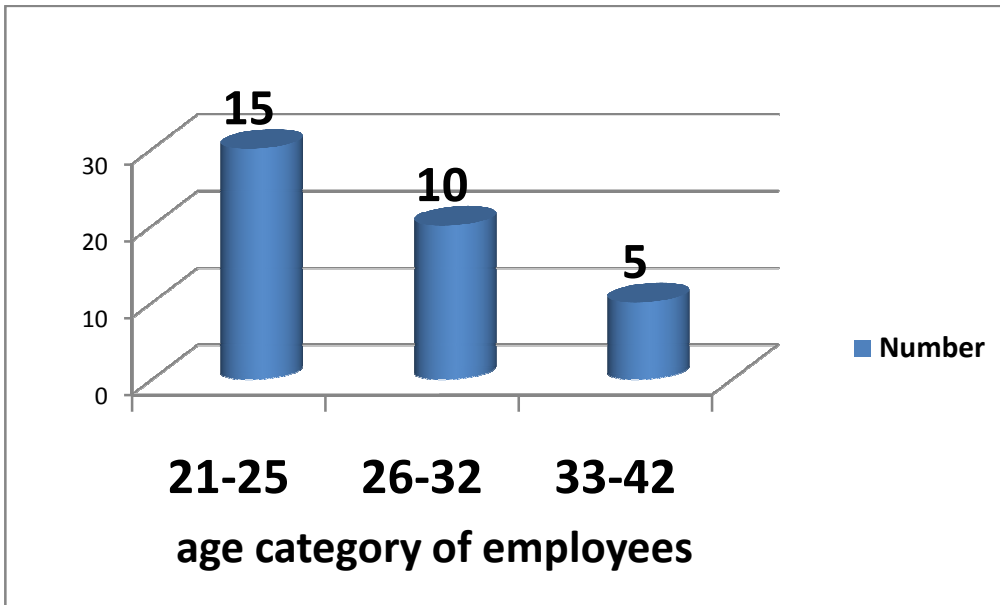


Figure.3.1 Age category of employees

Table 3.1 Educational qualification employees

Educational back ground	In Number	In percent
diploma	2	6.7
certificate	8	26.7
Under grade 10	12	40
illiterate	8	26.7
	30	100

Source: Author's survey kulito flour factory,2013

Table 3.2 *The salary of employees*

Range of salary	In number	In percent
401-550	10	30
560-750	8	26.7
800-950	6	20
951-1500	6	20
	30	100

Source: Author's survey kulito flour factory, 2013

In table 3.1 indicates that the few respondents 2(6.7%) of them were diploma employees, 8(26.7%) certificate & 12(40%) under grade 10th the remaining employees were illiterate 8(26.77%).

This data implies in the factory employees educational back ground is good, and most of employees need further training & education in order to create further qualified persons.

The fourth table (table 3.2) indicates that 10(16.167%) of respondents get very low salary and also 12(20%) respondents get low salary. They cannot satisfy their basic needs. This situation implies that they were not satisfied with their salary.

3.3 Employees Attitude towards their salary

Table 3.3.1 Source collected Questionnaire

No	Item	Workers in Number	Response in %
1	How do you think that your salary satisfy your basic need?		
	✓ Highly satisfactory	3	10
	✓ Satisfactory	6	20
	✓ Unsatisfactory	14	46.67
	✓ Neither satisfactory nor unsatisfactory	7	23.33
	Total	30	100
2	Are there bonuses or incentives in your organization?		
	✓ Financial	7	25
	✓ Promotion	4	13.33
	✓ Essential Utility	6	18.33
	✓ Scholar	-	-
	✓ No	13	43.33
	Total	30	100

Source: Authors survey kulito flour factory, 2013

The adequacy of the payment to satisfy workers basic needs and it's level as compared to other employees of similar qualification will be on the table 3.3.1. 28(46.67%) of the respondents and 14(23.33%) answered that their salary is too low to fulfill their basic needs.

According to the Maslow's hierarchy of needs we can see that money also in the above table. The second question implied that 26(43.33%) of employees doesn't get bonuses and incentives in their factory. 15(25%) of respondents get incentive or bonuses. This implies that most employees not satisfied with incentives.

3.4. *Employees Attitude towards promotion*

As indicated earlier promotion is one of the motivating factors to find out employees attitude towards the promotion policy. The next table will shows MAA- garment textile factory employees attitude towards the factory's promotion policy.

Table 3.4 Workers response by organization promotion

No	Items	Workers response	
		In No	In %
1	Are you satisfied with promotion of your Organization?		
	Highly satisfied	3	10
	Satisfied	4	13.33
	Dissatisfied	21	70
	Highly dissatisfied	2	6.67
	Total	30	100

Source: kulito flour factory, 2013

As it was indicated which is presented in the above table most of the respondents about 42(70%) were not get or satisfied with the factory promotional policy. However 8(13.33%) respondents say that they are satisfied with the factories promotional policy. This indicates that most of respondents are not satisfied with the factories promotional strategy. In this case promotion has negative effect on motivation.

3.5 *Employees Attitude towards Their job*

Employees Attitude towards Their work is very essential to promote or referred organizational objectives. The next table implies that the employees attitude towards their job and working condition.

Table 3.5.1 Employees Attitude towards Their job

No	Items	Workers response	
		In No	In %
1	Do you satisfy with your nature of work?		
	Yes	6	20
	Partially yes	5	16.67
	No	9	30
	Definitely no	10	33.33
	Total	30	100
2	Do you think to leave your organization?		
	Yes	12	40
	Sometimes	5	16.67
	No	9	30
	Definitely No	4	13.33
	Total	30	100

Source: Author's Survey kulito flour factory, 2013

If an employee is not interested in what he or she is doing it is difficult to say the employee does his / her job using his /her maximum potential.

That is, the employee may not be doing what he she/he could do. So this will have a negative effect on efficiency of the organization.

Accordingly when we see that the data, w/c is presented on the above table about satisfied with their nature of work and “saying in their organization “respond that for the first, 10(33.33%) and 9(30%) of respondents are not satisfied with their nature of the work and also 12(40%) of respondents need to leave their organization and 5(16.67%) of them were also think to leave their organization sometimes.

The other 9(30%) and 4(13.33%) respondents do not think to leave their organization. Because they were not educated and if they leave their organization they may not get another job opportunity.

This implies that most of them were not satisfied with their nature of work and most of them need to leave their organization.

3.6 *Employees Attitude towards Their Leader*

As indicated that being a good leader is important. Managers can be a good leader, if they understand their goals lead by example and motivate others to follow them.

Table 3.6.1.indicates that employee’s attitude towards Their Leader

No	Item	Workers response	
		In No	In %
1	How do you see the organization leader ship?		
	Very good	5	16.67
	Good	11	36.67
	Neither Good nor bad	5	16.67
	Bad	9	30
	Total	30	100

Source: kulito flour factory, 2013

As we can see the above table 3.6.1 the most of respondents were 11(36.67%) and 5(16.67%) have a good relationship with their leaders. The other 5(16.67%) of them were have not good relation with their leaders after all 9(30%) of the respondents were bad relationship with their leaders.

7. Do you think that Motivation increase Productivity?

No	Items	Workers response	
		In No	In %
1	Are you satisfied with the monetary motivational strategy?		
	Yes	7	21.67
	Partially Yes	6	20
	No	13	43.33
	Definitely No	4	15
	Total	30	100
2	What types of motivation increase productivity?		
	Monetary	11	35
	Material	4	15
	Promotion	6	18.33
	Training	9	31.67
	Total	30	100

Source: Author's Survey kulito flour factory, 2013

The question implies that on the above table most of respondents 13(43.33%) and 4(15%) of them were not satisfied with factories motivational strategy. This implies that most of them not motivated respectively. If there is no motivation of all, the factories do not get enough products. In this case the factories productivity will decline.

Also in the other question 11(35%) of respondents need monetary motivational strategy to get high productivity. But most of employees 9(31.67%) of them were agreed that training is the best motivational strategy to increase productivity.

This implies training & monetary motivational strategies are the best motivational techniques to get high productivity than promotion & material motivation as the employees' respondents.

3.7 Employer (Organization) Attitude towards Motivation

Motivation is a complex subject in such a way that it is not easy for managers to motivate others. Based on information gathered through questionnaire most employees are not satisfied with work at all & also with motivational strategy the factory following.

The human resource management (Hem) manager of kulito flour factory gives response for the interview questions related to motivation & productivity. For the question "what kind of motivational strategy does the organization uses?"

The manager (human resource management) replies; " currently the factory follow monetary type of strategy and material(reward) more concentrate on the organization product as well as promotion and training but this is not enough to satisfy employees need."

This implies the factories motivational strategy is not able to satisfy employees' material (reward) need, which can best motivate them.

The researcher, therefore want to know what kind of motivation techniques does the organization is going to adopt in the near future as the manager told the factory plan to improve monetary reward highly and also improve the other techniques.

With this employees are not getting what they need for the ongoing. The organization cannot be able to identify what they exactly need. In addition the manager says there is an extra payment for those employees, who are producing more than expected this intend as the manager explain will increase productivity.

3.8 Employees Attitude towards Training

One of the main factors initiating employee's interest towards the job is training and development. By training we mean the systemize process of altering the behavior of employees in direction to increase organizational goals. / I VANCEVICH, 1989, P.530/

The following table indicates training courses given to improve performance.

No	Items	Workers response	
		In No	In %
1	Does the organization facilitate training program in the case of productivity?		
	Yes	14	46.67
	Partially Yes	-	-
	No	16	53.33
	Definitely No	-	-
	Total	30	100

Source: kulito flour factory, 2013

As indicated chapter two among non financial means of motivation developing people or training is the one this can be done by encouraging self development and training.

On the above table employees were not given training courses. However the respondents who said that they never given training courses have pointed.

“Absence of training “has negative on motivation so we can see from the data the majority of employees are not upgraded there for this should not be encouraged in the organization. So that the employees cannot easily motivated.

Chapter Four

4. Summary, conclusion and suggestion

This chapter deals with summary, conclusion and suggestion if summarizes all the research idea in general and also concludes what has been studied about the policies and practices of motivating employees in kulito flour factory. Then certain suggestion will be making with the hope to put in to practice.

No one questions the central role that motivate plays in sharing behavior and specifically. In influencing work performance in organizations, motivation is a process that implies an organism towards active integrated directed behavior.

Various theories of motivation have been forwarded in explaining human behavior at place in different situations. These theories and process to increase productivity motivational strategies has a great impact.

Major conclusions of this paper are as follows:

As the sample study indicated the workers are well acquitted with the knowledge of work environment of the organization under consideration so they are believed to be dependence source to provide us to reliable information about problem and practice of motivation inkulito flour factory . From the points of the finding employee’s salary revealed to be adequate to fulfill basic need, it’s also indicated that salary is moderate when considering the availability of facilities and working condition. Majority of the respondents replied that motivational factors and facilities are inadequate.

According to the sample information most kulito flour factory employees are not satisfied with the organizational motivational strategy. It's found out that promotion, training and material rewards are the motivational strategies the factor uses not.

Based on the finding of this paper, employees are frustrated and dissatisfied for they have never been motivated. Most the employees need to motivate with psychologically and monetary motivation factor's but the organization need to improve highly monetary motivational strategy.

In order to increase productivity the employees respondent implies that if they will motivate they do their best to increase productivity. According to this, training is one of the will be employee interest towards the job. Employees will be improve because the fell that they are recognized.

Factors to improve productivity

Based on the facts that have been gathered from sample information to kulito flour factory employee, I would like to suggest the following points:

- To remain qualified workers and to motivate other to better performance and to get better productivity.
- Kulito flour factory may do readjust the salary of employees; it may also administer the salary difference among employees with the same qualification. So that if it can avoid employees dissatisfaction.
- Since the workers are Kulito flour factory are not motivated and also they do not satisfy with organization motivational strategy.
- In order to increase productivity, the factory should assess satisfied factor to motivate workers. If the factory improve its motivational strategies by using mainly material reward motivation and training. The employee will be motivated and satisfied with the factories motivational factors. Also they can produce more products hence higher productivity can be achieved.
- And also to increase productivity and employees motivation the factory can organize brain storming session frequently to motivate the workers and competition in work can be conduct and gifts can be announced for the best employee, weekly, monthly , yearly, . . . etc. This implies do best work competition with other employees.
- In order to satisfy employees need respectively the factory may implement incentives and bonuses effectively. Regard to this employee safety, health and welfare measures should be given proper attention.

Finally I would like to suggest, to increase employee's motivation by the organization planning to adopt highly monetary motivational strategy and also most of employees need to get psychological motivation /reward strategy the employees satisfaction grade will be maximum.

As far as profitability of the organization is concerned the information available to the researcher depicts that there is no tangible profit which is obtained since the formation or establishment of the flour factory beyond existing or surviving as a factory.

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University of St. Marry Department of Management Distance Education
program Questionnaire

1. This questionnaire will be filled only the purpose of this study.
2. Those evidence which will be filled on this questionnaire will be kept in mystery and will be transferred to the third person.
3. No need of the address and name of the person who will fill this questionnaire.

Instruction

Please circle your answer for multiple choices.

Use the blank space for questions that needs explanation.

Part one

1. Sex/gender A. Male B. Female
2. Age A. 16-20 B. 21 -25 C. 26 -32 D. 33 -42
3. Educational back ground A. 12th B. Certificate C. Diploma D. Degree E. More & above
4. Salary of employee A. 230 – 380 B. 381 -580 C. 581 -950 D. 951 – 1250 E. above
5. Work experience A. 1 -4 years B. 5 -9years C. above 10 years
6. How do you think that your salary satisfy your basic need?
 - A. Highly satisfactory
 - B. Satisfactory
 - C. Neither satisfactory nor unsatisfactory
 - D. Unsatisfactory
 - E. Highly unsatisfactory
7. Are you satisfied with promotion of your organization?
 - A. Highly satisfactory
 - B. Satisfactory
 - C. Neither satisfactory nor unsatisfactory
 - D. Unsatisfactory
 - E. Highly unsatisfactory
8. How do you see the working condition of your organization?
 - A. Very good
 - B. Good
 - C. Neither good nor bad
 - D. Bad
 - E. Ever bad

9. To what extent you satisfy with the organization lead ship particularly employment leader ship?
- A. Very good
 - B. Good
 - C. Neither good nor bad
 - D. Not good
 - E. No answer
10. Do you think that monetary motivation increase productivity? A. Yes B. No
11. Are you satisfied with the factories monetary motivational strategy? A. Yes B. No
12. If your response is positive to what extent do you satisfied their of _____

13. What type of motivation in most cases increase productivity?
- A. Financial
 - B. Non financial
14. To what extent does this monetary motivation increase productivity? _____

15. Does the organization facilitate training program or motivational purpose? A. Yes B. No
16. If your answer to Q.No 15 positive or yes what is the role in case of increasing your job performance ? _____

17. What kind of training do you get in most of the time? _____

Thank You for your genuine response!!

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Chapter One

1. Background of the study

1.1 Introduction

Motivation is the process of stimulating people to accomplish desired goals. It has energy, directly and maintenance components, more especially it is the force that influence enthusiasm directs employees' energy towards attainment of an outcome and maintains behavior even when that behavior does not lead to an immediate, extinct reward. Motivation is not so thing managers do to employees but managers can and should influence through motivation to their employees.

Motivation is very essential in any kind of organization because without proper motivation no work can be done completely. Motivation can be simple or complex.

Simple motives originate from psychological imbalances such as trust, hunger, exhaustion and lack of oxygen and sex, most motives however, are not very simple and behavior is really determined by a simple motives.

The importance motivation to human life and work can be judged by the number of theories.

- Maslows needs hierarchy theory
- Mc Gregory theory "x" and theory "Y"
- Herzbergs motivation hygiens theory
- McClellands learned need theory
- Expectancy and goal setting theory

And also monetary and non monetary motivation strategies are in an organization.

Generally motivation is the input productivity. So productivity is the ratio of a given amount of output. A given amount of input for specifics period of time. The higher ratio, the higher productivity the part played by motivation in achieving the rates is important for managers and detracts from establishing a perfect correlation between motivation and productivity.

An organization should be a vehicle for fulfilling individual needs. However, organizations do not exist merely to satisfy individual needs, but are concerned with survival through productivity.

Achievement of profit and not profit organization is essential for a countries economic development in general and the society in a particular. At their inception organization set a mission, vision, objective, goals and strategies.

Among profit organization goods and service producing companies are the major ones. In order to have good management of their scarce resources. The best thing goods producing factors such as MAA garment factory have to do is designing a good way of purchasing and supplying raw materials, machineries, spare parts and on. Organization need to have competitive buying or purchasing system starting for their establishment.

1.2 Statement of the problem

All employees need motivation. Motivation is mainly psychological. It refers to these force operating within an individual, which impel him to act in a certain way. Motivation is an organization requirement. The more positive the individual motivation towards the organization the more effective in his performance and also achievement of productivity coupled with the satisfaction of employees need. Higher productivity due to the part played by motivation in achieving the organizational objectives. Currently the factory has under taken different strategies of motivation to its employees.

The study identifies the motivational strategy and its impact on productivity in the case of kulito flour factory . The researchers will attempt to investigate the problem of the factory.

1.3 Research Question

- Dose the organization has a continuous and effective motivation strategy to produce greatly?
- To what extent are kulito flour factory employees satisfied by the motivational strategy of the factory?
- Is productivity influenced by the factories motivational strategy

1.4 Objective of the study

- General Objective
 - To investigate the strategy of employees motivational the factory uses and its effectiveness in satisfying workers and its impact on productivity.
- Specific objectives
 - To show the relationship between productivity of or workers and the motivational factors.
 - To identify which motivational factors are more likely chosen by employees.
 - To know whether the organization planning to adopt new motivation strategies in the near future.
 - To assess the satisfaction level of employees.

1.5 significance of the study

In an organization these days there are lot of employees but in many cases the organization faces implement turn over.

One of the reasons is the organization ill motivation mechanisms, for these reasons may experience workers (employees) may leave the organization. If the strategy of organization motivation is not convincing employees become de-motivated hence it affects the productivity.

The researches believes, this study has following important;

- This study benefits the organization by solving the problem identifying help to management to revise its policy accordingly.
- Employees of the organization will address their need and reasons for their dissatisfaction through the questionnaire and interviews might get solution from the management of their organization.

1.6 scope of the study

This study is targeted onkulitoflour factory in general and human resource management function limited to the strategies of employees motivation and its impact on productivity in the case of kulito flour factory.

The researcher collects information from the researches doesn't refer to all problems of the organization because the scope is limited to specific function. So the writer concentrates on the employees of textile factory only.

1.7 Methodology

The source of the data for the study is base to the problem and objective of the establish above.

1.7.1 Primary data

This data represents information collected through observation; interview and questionnaires are distraughtly for sample employees and employees of the organization. So a self administer close ended questionnaire is prepared and distributed to be filled by kulito flour factory employees as they are element to studied.

1.7.2 Secondary data

Secondary data is collected from different reference books and other source. At the end in the analysis part both qualitative and quantitative data are used, the result of questionnaire was summarized no tabular from, pie chart and graphs.

1.7.3 Methods of sampling

The researcher used systematic random sampling method. The reason behind choosing this method is it simplicity and convenience to adopt and it is suitable since the population is large. The primary data was collected by distributing questionnaire for 60 employees out of 602 employees.

1.7.4 Data analysis method

Data analysis method is based on the nature of data. After the gathering of data, it is grouped and summarized according to it is character.

Which is the record of organization analysis is through tabulation, pie chart and graphs which should the interrelationship among the major components of different departments within the organization is used.

1.8 Limitation

While conducting the study, many problems are in countered that may affect the quality of paper and also unavailability of organization data affected the study to great extent.

Lack of sufficient knowledge to conduct such a study was also alimentation respondent were not able to return questionnaires at the required time and even some of them were not willing to return questionnaires completely, despite many factors for the effectiveness of productivity, this paper assesses the impact of motivation in productivity.

Work Plan

Work plan is used to indicate and motivate to increase the interest of writer and enable the worker or write to attain objectively.

No		January	February	March	April	May
1	Writing proposal	10 – 15				
2	Correction of proposal by advisor		2 - 10			
3	Writing review literature	20 - 29				
4	Questioner		15 – 20			
5	Data collection			10 – 20		
6	Organizing data			21 - 30		
7	Data analysis				2 – 10	
8	Writing conclusion and recommendation				12 – 17	
9	Correction of paper by advisor				20 – 30	
10	Typing the final paper					1 – 15
11	Submission of the paper					18 – 25

BUDGET AND WORK PLAN

BUDGET

No	Description	Units	Units required	Unit Price	Total birr
1	Pencil	Piece	2	0.50	1
2	Pen	Piece	6	1.50	9
3	Binder	Piece	1	15	15
4	Paper	Package	1	55	55
5	Ruler	Piece	1	3.50	3.50
6	Transportation	Trip	1	-	24
7	Tell expense	-	-	-	50
8	Photo copy	Page	-	0.35	14
9	Floppy disc	Number	40	4	12
10	Correction fluid	Number	3	5	5
11	Typist feel	Page	1	3.50	140
12	Contingencies	-	40	-	-
Total					328.50

Chapter Two

2. Review of Related Literature

2.1 Introduction

This chapter presents a brief discussion of the major motivation that be consider within one deals with employees work environment so managers should be sensitive to various in employees need abolition and goals and they also must consider differences in preference for rewards so that they enable to maximize the productivity of the organization.

2.2 What is Motivation?

No one questions the center role that motivation plays in shaping behavior and specifically in influencing work performance in organization job performance may be viewed as a function of the capacity to perform the pope trinity to perform and the willingness to perform.

Motivation means the process of stimulating people to action accomplish designed goals motivation is very essential in any kind of organization, because with proper motivation no work can be done completely.

Motivation can the process of stimulating people to action to accomplish designed goals, motivation is very essential in any kind of organization, because with proper motivation no work can be done completely.

The tern motivation was originally drives from the latin word mover which means too more (Maitland 19995,p,1070 the one word is obviously an adequate definition the term is used it account for behavior either in terms of the energy extended in goal seeking or in relation to the factor both internal an external which help initiate as maintain organized effort, on the other hand given different definition to the term motivation as being an inner state that energizes canal and sustains human behavior to achieve goals further more (R. schemer born JR 1993,p,404) has defined it motivation is a term used in management theory to describe forces with in a persistence of effort expanded at work.

Thus as it can be inferred from the given definitions motivation means creating a force which can move to ward a desired action.

2.3 Approaches to motivation

Despite the fact the large scale, complex organizations have existed for several hundred years managerial attention to the role of motivation in such organization are most recent phenomenon before the industrial revolution the major form of motivation took the form of fear as manufacturing process become more complex, large scale factories relationship which had existed under the home industries or putting out system of small manufacturing. There are three types of managerial approaches to motivation.

These are:-

- Traditional model (economic need motivation)
- Human relation model (concept of motivation)
- Human resource model

2.3.1 Traditional model (Economic Need Motivation)

This model is best characterized by the writing of Frederick w. Taylor (1911) and his associate in the specific management not only to work traditional approach has the following assumptions, policies and expectation. (Source; James E. Rosenzweig p.57)

A. Assumption

1. Work as inherently distasteful to most people.
2. What they do is less important than what they are for doing it
3. Few want or can handle work that requires creativity self direction or self – control. (Source: Fremont E. kat and James E. Rosenzeig p. 57)

B. Policies

1. The managers task is to closely supervise and control subordinates
2. He or she must break task in to simple repetitive easily learned operation
3. He or she must establish detailed work routines, procedures and enforce these but fairly. (Soure; Fermont E. kast and James E. rosenzweig p. 64)

C. Expectation

1. People can tolerate work, if they are pad decently and treated by the boss fairly.
2. If tasks are simple enough and people are closely controlled they will produce up to standard.

2.3.2 Human relation model (Social concept of motivation)

Beginning in to the late 1920s initial efforts where begun to discover why the traditional was in adequate for motivating people. The earliest such work carried out by may (1933 – 1945) and ruthless burger and Dickinson (1939) pointed the way to what was become the human relation school of management by arguing that it was necessary to consider the whole person on the joy these researchers posited that reutilization of task brought about by the industries revolution had sever to drastically reduce the responsibilities of finding satisfaction in the track itself. It was believed that because such as from their fellow workers this model has the following assumption, policies and expectations. (Source: Rashid and Archer 1983, p. 179)

A. ASSUMPTION

1. People want to feel useful and important
2. People desire to belong and to be recognized as individuals
3. These needs are more important than money motivation people to work

B. POLICIES

1. The motivation, basic take is to make each worker feel useful important
2. He/she should keep subordinate informed and listen to their objections to his or her plans
3. The manager should allow subordinates to exercise some self – direction and self – control or routine matters.

C. EXPECTATION

1. Sharing information with subordinates and involving them in routine decisions which satisfy their basic needs and to make them feel belong and feel import.
2. Satisfying this need will improve moral and reduce to formal authority subordinates will willingly cooperate.

To conclude each approach suggests its own factor of motivation and these factors are somehow different from one another since the traditional approaches take economic gain belongings and full use of labor force respectively behavior influenced by the individual differences are enormous among employees to manage the individually of each employees. Once we have discussed the concept of motivation approaches motivation it's now important to consider the theories of motivation.

2.4 Motivation Vs Productivity

One of the basic tenets of psychology is that rewarded behavior tends to repeat itself this principle is at the core of the psychology of learning and development.

By using this principle, some action strategies for the organization sharing productivity problem may be field to the behavior of its work force and lack of motivation. An organization should be a vehicle for fulfilling individual needs however organizations don't exist merely to satisfy individual need but are concerned with survival through production achievement of productivity need should be concern of all organization.

Productivity is to ration of a given of output a given amount of input for specific period of time. The higher productivity the part played by motivation is achieving the rates is important for management and detracts from establishing a perfect correlation between motivation and productivity.

2.5 Theories of Motivation

Various theories of motivation have been forwarded in explaining human behavior at work place in different situation.

Those theories are grouped In tow types, these are

- Content theories and
- Process theories

Bennett, 1994, P. 300 – 319 Ivan T. Robber son mike smith (1985, P. 29) Content theories emphasize explicitly on the attempts to develop an understanding to human need it focus on the factor with in the person that energize, directed, sustain and stop behavior. Process theories on the other hand provide adscription and analysis of how behavior is energized, directed, sustained and stopped. It tries to examine the psychological process that is involved in motivation. Here after different types and concepts of motivation theory their functions and implications will be discussed.

2.5.1 *Content theory to Motivation*

Psychological or physiological deficiencies that an individual feels some compulsion to eliminate are could need content theories of motivation use individual need to explain the behavior and attitudes of people at work. This type of motivation theory includes the work of mas law hierarchy of need a defers existence relatedness and growth theory of motivation. Hertzberg's motivation hygiene factor theory but here for this purpose on the tow main type of motivation.

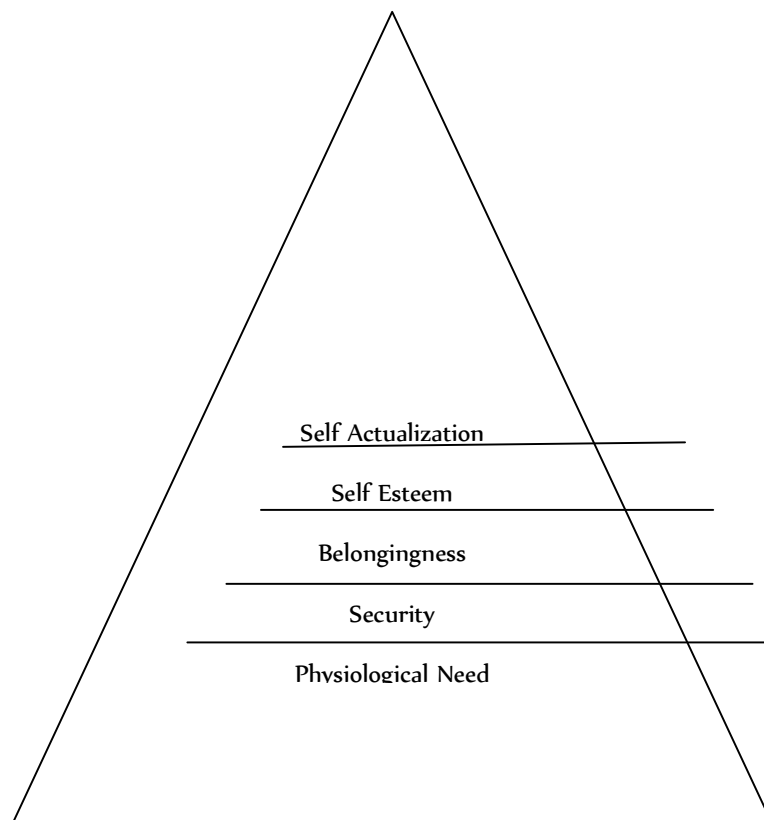
Malaw's theory of motivation

According to gray and strike (1984, P.76) maslaw's theory of motivation is one of the most dominant and widely practiced theory of motivation.

Maslaw theory based on

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

From the assumption Maslaw proposed fivclassification of needs that represent the order of importance of the individual this need are;



According to Meshane Steven L. (1994 P.64) and V on Glinow (1994, P. 30) this hierarchy of needs are listed below.

1. Physiological needs

These needs concern the basic biological necessities of humans like such as the needs to satisfy hunger; thirst, need for rest, shelter and some of other necessary for survival.

2. Safety needs

These include the need for protection against danger, threat and deprivation, security and protection against same hazardous things and job tenure as a result workers need to be protected against all these unwanted conditions and factors which are dangerous to them.

3. Social needs

These deal with the needs to belong to community – giving and receiving friendship and have affiliation needs attempt to satisfy social needs and result in social, cultural, sporting and communication systems. Accordingly workers are motivated when their social needs are satisfied they need to interact with the peers and community at large.

4. Esteem needs

These needs can be reclassified in two categories self – esteem and esteem for others, self – esteem encompasses such items as self – confidence achievement. Knowledge and independence, the second esteem from others deals with one's reputation, status, recognition and appreciation thus workers like to be appreciated by their boss.

5. Self – actualization

Includes the needs for realizing one's potential by using ability skill and potential continued self – development and the opportunity to be creative. An individual in this regard wants to accomplish everything he is capable of achieving likewise workers like to continue in improving their skill through further training or education.

Even though the importance of Maslow's need hierarchy can't be denied. It has drawbacks according to we can't limit the level of needs and order of the level can be affected by environmental factors.

Hertzberg's two factors theory /1975/

The two factor model of satisfied and dissatisfied was developed by Herzberg's following an investigation into the source of job – satisfaction and dissatisfaction of accountants and engineers. It was assumed that people have the capacity to report accurately the conditions which made them satisfied and dissatisfied with their job the items during which they felt exceptionally good and exceptionally bad about their job and how long their feelings persisted. It was found that the accountants, responsibility and the work itself. In the other hand accountants of 'bad' period most frequently concerned the context of the job.

Company policy and administration, supervisor, salary and working conditions more frequently appeared in this account than in those told about good periods (Gray and Strike 1984, P. 76 – 82)

Although Herzberg's two – many managers accept factors theory it has been strongly attacked. The research method has been the relationship between no attempts were made to measure the relationship between satisfaction and performance. It has been suggested that the two factor nature of the theory is an available result of the questioning method used by the interviewers. The implication of the motivation hygiene theory in

employee's attitude towards their job is that it helps to draw the attention of managers to consider the job itself as the primary source of motivation and job satisfaction.

Hygiene of maintenance factors

Salary

Job security

Working condition

Level and quality of supervision

Company policy and administration

Interpersonal relationship

The dissatisfies

Motivation and job

The satisfies

Sense of achievement

Recognition

Responsibility

Nature of the work

Personal growth and advancement

Motivation or growth factors

Representation of Hertzberg's two factor theory

Source: Steven L. MCSHANE organizational behavior fourth edition 1996, P. 69 – 711

Process theory motivation

Here we discussed the second group of motivation theories the process theories and some ways that they have been applied is work settings, process theory motivation focus on how a person comes to act in a different way, there is less emphasis up on the specific factors that motivate through these theories do have a content dimension as we have said, the content theories contain hypothesis about behavior such as "recognition can improve and performance" process theory explains one way or another, how that happens for example reinforcement"

In this case reinforcement is the process by which performance improve. As we come to understand the concept in this theory we will see the dominant processes orientation and less permanent/ but still present/ content aspect.

There are four process theories

/Steven L. Mischne, Mary Ann von Glinow 1996 P. 74 – 87/

These are:-

1. Expectancy theory
2. Equity theory
3. Goal setting theory
4. Reinforcement theory

Here for our purpose we focus on only expectancy theory for the sake of simplicity.

Expectancy theory

Perhaps one of the most accepted theories of motivation to day is the room's expectancy theory argues that the intensity of the tendency to act in a certain way depends on the strength of the expectation that the act will be followed by a given out – come and strength of the attractiveness of the outcome to the individual.

Thus the theory basically deals with the interrelationship among the following three variables.

1. Attractiveness/Valence/ which refers to the importance an employee, attaches to the potential outcome or reward that can be achieved on the job
2. Performance – reward linkage /instrumentally/ which is the degree to which performance at a particular level. Will lead to the attainment of the desired outcome.
3. Effort – performance linkage/expectancy/ which consists of the perception of the individual who exerts a given amount of effort and to performance.

3. Motivating employees in Practice / Tools of Motivation/

Clearly all of these theories are valid, although they each have their own approach & emphasize management have the responsibility of translating such theories in to practice & actually motivating those in the woke environments.

They are two broad means of tools of motivation applied by managers. These are

- Financial means of motivation
- Non - financial means of motivation

3.1 Financial means of motivation

Pay and other financial benefits can inspire people to work hard & earn better you should judge if they pay systems are satisfactory.

This pay system can be in the form of incentive bonuses, fringe benefits, salary & wages & rewards.

Reward system can be are clearly related to the expectancy theory of motivation (W. Griff in 1993,p.374)

An employ is likely to put forth extra effort if he/ she knows that performance to outcome expectancy is affected by extent to which the employee believes that performance will be followed by reward or payment.

Financial Reward

Provide extra money for achievement in terms of contribution or out put

The emphasis is recognition & equality in the sense of paying people according to their just desires.

Bonuses

Are essentially rewards for success and are paid out as alum sum this happens when the organizational performance has exceeded its' targets.

In general F. W, Taylore wrote that:

It's impossible through any long period of time, to get work men to work much harder than the average men around them unless they are assured a large and permanent increase in their pay : (W. Griffin 1993 , page 384 – 385)

3.2 Non Financial means of Motivation

This category of motivation includes

- Being a good leader; many of key in gradients of motivation can be influenced or improved by headers being a good leader is important if managers could be a good leader if they understand their good lead by example & motivation other to follow them.
- Improving job ; employ development might be described as a continual process of improving employees so that make the fullest possible use of their qualities this can done by encouraging self development and training.
- Providing a safe and health work place; the work environment can either make people feel good or de-motivate them if it is not satisfactory.

- Managers will be in a position to ensure safe working condition and build up healthy environment.

Chapter three

3. Data analysis and presentation

3.1 Characteristics of respondents

The following fig. 3.1 and 3.2 indicate the percentage (%) composition of employee's respondents.

The first figure shows Male and Female employees, the second one shows the age variation of employees , the 3rd figure indicates the educational qualification or employees and the last figure indicates the service of employees in year with in the factory.

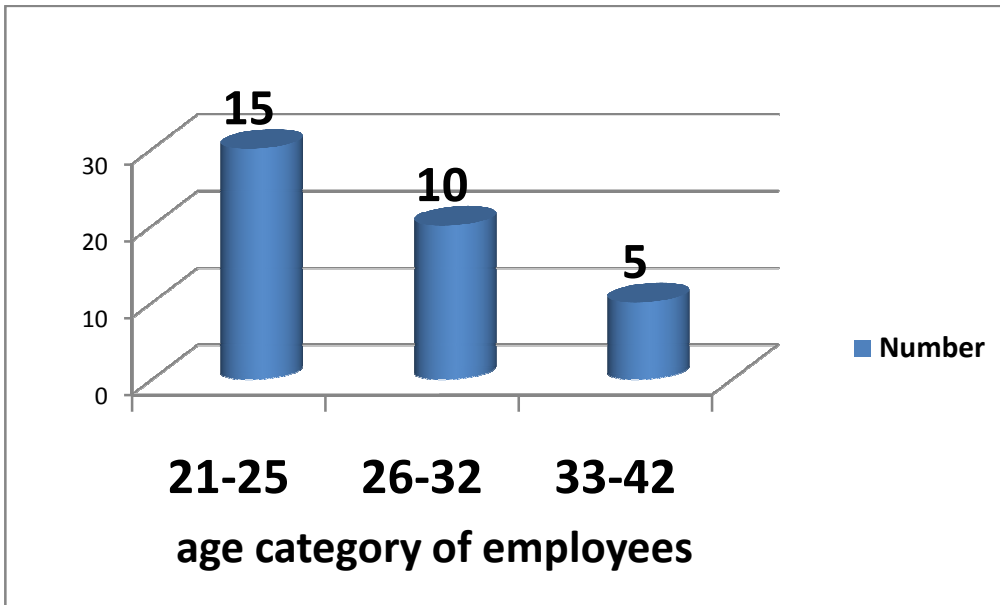


Figure.3.1 Age category of employees

Table 3.1 Educational qualification employees

Educational back ground	In Number	In percent
diploma	2	6.7
certificate	8	26.7
Under grade 10	12	40
illiterate	8	26.7
	30	100

Source: Author's survey kulito flour factory,2013

Table 3.2 *The salary of employees*

Range of salary	In number	In percent
401-550	10	30
560-750	8	26.7
800-950	6	20
951-1500	6	20
	30	100

Source: Author's survey kulito flour factory, 2013

In table 3.1 indicates that the few respondents 2(6.7%) of them were diploma employees, 8(26.7%) certificate & 12(40%) under grade 10th the remaining employees were illiterate 8(26.77%).

This data implies in the factory employees educational back ground is good, and most of employees need further training & education in order to create further qualified persons.

The fourth table (table 3.2) indicates that 10(16.167%) of respondents get very low salary and also 12(20%) respondents get low salary. They cannot satisfy their basic needs. This situation implies that they were not satisfied with their salary.

3.3 Employees Attitude towards their salary

Table 3.3.1 Source collected Questionnaire

No	Item	Workers in Number	Response in %
1	How do you think that your salary satisfy your basic need?		
	✓ Highly satisfactory	3	10
	✓ Satisfactory	6	20
	✓ Unsatisfactory	14	46.67
	✓ Neither satisfactory nor unsatisfactory	7	23.33
	Total	30	100
2	Are there bonuses or incentives in your organization?		
	✓ Financial	7	25
	✓ Promotion	4	13.33
	✓ Essential Utility	6	18.33
	✓ Scholar	-	-
	✓ No	13	43.33
	Total	30	100

Source: Authors survey kulito flour factory, 2013

The adequacy of the payment to satisfy workers basic needs and it's level as compared to other employees of similar qualification will be on the table 3.3.1. 28(46.67%) of the respondents and 14(23.33%) answered that their salary is too low to fulfill their basic needs.

According to the Maslow's hierarchy of needs we can see that money also in the above table. The second question implied that 26(43.33%) of employees doesn't get bonuses and incentives in their factory. 15(25%) of respondents get incentive or bonuses. This implies that most employees not satisfied with incentives.

3.4. *Employees Attitude towards promotion*

As indicated earlier promotion is one of the motivating factors to find out employees attitude towards the promotion policy. The next table will shows MAA- garment textile factory employees attitude towards the factory's promotion policy.

Table 3.4 Workers response by organization promotion

No	Items	Workers response	
		In No	In %
1	Are you satisfied with promotion of your Organization?		
	Highly satisfied	3	10
	Satisfied	4	13.33
	Dissatisfied	21	70
	Highly dissatisfied	2	6.67
	Total	30	100

Source: kulito flour factory, 2013

As it was indicated which is presented in the above table most of the respondents about 42(70%) were not get or satisfied with the factory promotional policy. However 8(13.33%) respondents say that they are satisfied with the factories promotional policy. This indicates that most of respondents are not satisfied with the factories promotional strategy. In this case promotion has negative effect on motivation.

3.5 *Employees Attitude towards Their job*

Employees Attitude towards Their work is very essential to promote or referred organizational objectives. The next table implies that the employees attitude towards their job and working condition.

Table 3.5.1 Employees Attitude towards Their job

No	Items	Workers response	
		In No	In %
1	Do you satisfy with your nature of work?		
	Yes	6	20
	Partially yes	5	16.67
	No	9	30
	Definitely no	10	33.33
	Total	30	100
2	Do you think to leave your organization?		
	Yes	12	40
	Sometimes	5	16.67
	No	9	30
	Definitely No	4	13.33
	Total	30	100

Source: Author's Survey kulito flour factory, 2013

If an employee is not interested in what he or she is doing it is difficult to say the employee does his / her job using his /her maximum potential.

That is, the employee may not be doing what he she/he could do. So this will have a negative effect on efficiency of the organization.

Accordingly when we see that the data, w/c is presented on the above table about satisfied with their nature of work and “saying in their organization “respond that for the first, 10(33.33%) and 9(30%) of respondents are not satisfied with their nature of the work and also 12(40%) of respondents need to leave their organization and 5(16.67%) of them were also think to leave their organization sometimes.

The other 9(30%) and 4(13.33%) respondents do not think to leave their organization. Because they were not educated and if they leave their organization they may not get another job opportunity.

This implies that most of them were not satisfied with their nature of work and most of them need to leave their organization.

3.6 *Employees Attitude towards Their Leader*

As indicated that being a good leader is important. Managers can be a good leader, if they understand their goals lead by example and motivate others to follow them.

Table 3.6.1.indicates that employee’s attitude towards Their Leader

No	Item	Workers response	
		In No	In %
1	How do you see the organization leader ship?		
	Very good	5	16.67
	Good	11	36.67
	Neither Good nor bad	5	16.67
	Bad	9	30
	Total	30	100

Source: kulito flour factory, 2013

As we can see the above table 3.6.1 the most of respondents were 11(36.67%) and 5(16.67%) have a good relationship with their leaders. The other 5(16.67%) of them were have not good relation with their leaders after all 9(30%) of the respondents were bad relationship with their leaders.

7. Do you think that Motivation increase Productivity?

No	Items	Workers response	
		In No	In %
1	Are you satisfied with the monetary motivational strategy?		
	Yes	7	21.67
	Partially Yes	6	20
	No	13	43.33
	Definitely No	4	15
	Total	30	100
2	What types of motivation increase productivity?		
	Monetary	11	35
	Material	4	15
	Promotion	6	18.33
	Training	9	31.67
	Total	30	100

Source: Author's Survey kulito flour factory, 2013

The question implies that on the above table most of respondents 13(43.33%) and 4(15%) of them were not satisfied with factories motivational strategy. This implies that most of them not motivated respectively. If there is no motivation of all, the factories do not get enough products. In this case the factories productivity will decline.

Also in the other question 11(35%) of respondents need monetary motivational strategy to get high productivity. But most of employees 9(31.67%) of them were agreed that training is the best motivational strategy to increase productivity.

This implies training & monetary motivational strategies are the best motivational techniques to get high productivity than promotion & material motivation as the employees' respondents.

3.7 Employer (Organization) Attitude towards Motivation

Motivation is a complex subject in such a way that it is not easy for managers to motivate others. Based on information gathered through questionnaire most employees are not satisfied with work at all & also with motivational strategy the factory following.

The human resource management (Hem) manager of kulito flour factory gives response for the interview questions related to motivation & productivity. For the question "what kind of motivational strategy does the organization uses?"

The manager (human resource management) replies; " currently the factory follow monetary type of strategy and material(reward) more concentrate on the organization product as well as promotion and training but this is not enough to satisfy employees need."

This implies the factories motivational strategy is not able to satisfy employees' material (reward) need, which can best motivate them.

The researcher, therefore want to know what kind of motivation techniques does the organization is going to adopt in the near future as the manager told the factory plan to improve monetary reward highly and also improve the other techniques.

With this employees are not getting what they need for the ongoing. The organization cannot be able to identify what they exactly need. In addition the manager says there is an extra payment for those employees, who are producing more than expected this intend as the manager explain will increase productivity.

3.8 Employees Attitude towards Training

One of the main factors initiating employee's interest towards the job is training and development. By training we mean the systemize process of altering the behavior of employees in direction to increase organizational goals. / I VANCEVICH, 1989, P.530/

The following table indicates training courses given to improve performance.

No	Items	Workers response	
		In No	In %
1	Does the organization facilitate training program in the case of productivity?		
	Yes	14	46.67
	Partially Yes	-	-
	No	16	53.33
	Definitely No	-	-
	Total	30	100

Source: kulito flour factory, 2013

As indicated chapter two among non financial means of motivation developing people or training is the one this can be done by encouraging self development and training.

On the above table employees were not given training courses. However the respondents who said that they never given training courses have pointed.

“Absence of training “has negative on motivation so we can see from the data the majority of employees are not upgraded there for this should not be encouraged in the organization. So that the employees cannot easily motivated.

Chapter Four

4. Summary, conclusion and suggestion

This chapter deals with summary, conclusion and suggestion if summarizes all the research idea in general and also concludes what has been studied about the policies and practices of motivating employees in kulito flour factory. Then certain suggestion will be making with the hope to put in to practice.

No one questions the central role that motivate plays in sharing behavior and specifically. In influencing work performance in organizations, motivation is a process that implies an organism towards active integrated directed behavior.

Various theories of motivation have been forwarded in explaining human behavior at place in different situations. These theories and process to increase productivity motivational strategies has a great impact.

Major conclusions of this paper are as follows:

As the sample study indicated the workers are well acquitted with the knowledge of work environment of the organization under consideration so they are believed to be dependence source to provide us to reliable information about problem and practice of motivation inkulito flour factory . From the points of the finding employee’s salary revealed to be adequate to fulfill basic need, it’s also indicated that salary is moderate when considering the availability of facilities and working condition. Majority of the respondents replied that motivational factors and facilities are inadequate.

According to the sample information most kulito flour factory employees are not satisfied with the organizational motivational strategy. It's found out that promotion, training and material rewards are the motivational strategies the factor uses not.

Based on the finding of this paper, employees are frustrated and dissatisfied for they have never been motivated. Most the employees need to motivate with psychologically and monetary motivation factor's but the organization need to improve highly monetary motivational strategy.

In order to increase productivity the employees respondent implies that if they will motivate they do their best to increase productivity. According to this, training is one of the will be employee interest towards the job. Employees will be improve because the fell that they are recognized.

Factors to improve productivity

Based on the facts that have been gathered from sample information to kulito flour factory employee, I would like to suggest the following points:

- To remain qualified workers and to motivate other to better performance and to get better productivity.
- Kulito flour factory may do readjust the salary of employees; it may also administer the salary difference among employees with the same qualification. So that if it can avoid employees dissatisfaction.
- Since the workers are Kulito flour factory are not motivated and also they do not satisfy with organization motivational strategy.
- In order to increase productivity, the factory should assess satisfied factor to motivate workers. If the factory improve its motivational strategies by using mainly material reward motivation and training. The employee will be motivated and satisfied with the factories motivational factors. Also they can produce more products hence higher productivity can be achieved.
- And also to increase productivity and employees motivation the factory can organize brain storming session frequently to motivate the workers and competition in work can be conduct and gifts can be announced for the best employee, weekly, monthly , yearly, . . . etc. This implies do best work competition with other employees.
- In order to satisfy employees need respectively the factory may implement incentives and bonuses effectively. Regard to this employee safety, health and welfare measures should be given proper attention.

Finally I would like to suggest, to increase employee's motivation by the organization planning to adopt highly monetary motivational strategy and also most of employees need to get psychological motivation /reward strategy the employees satisfaction grade will be maximum.

As far as profitability of the organization is concerned the information available to the researcher depicts that there is no tangible profit which is obtained since the formation or establishment of the flour factory beyond existing or surviving as a factory.

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University of St. Marry Department of Management Distance Education
program Questionnaire

1. This questionnaire will be filled only the purpose of this study.
2. Those evidence which will be filled on this questionnaire will be kept in mystery and will be transferred to the third person.
3. No need of the address and name of the person who will fill this questionnaire.

Instruction

Please circle your answer for multiple choices.

Use the blank space for questions that needs explanation.

Part one

1. Sex/gender A. Male B. Female
2. Age A. 16-20 B. 21 -25 C. 26 -32 D. 33 -42
3. Educational back ground A. 12th B. Certificate C. Diploma D. Degree E. More & above
4. Salary of employee A. 230 – 380 B. 381 -580 C. 581 -950 D. 951 – 1250 E. above
5. Work experience A. 1 -4 years B. 5 -9years C. above 10 years
6. How do you think that your salary satisfy your basic need?
 - A. Highly satisfactory
 - B. Satisfactory
 - C. Neither satisfactory nor unsatisfactory
 - D. Unsatisfactory
 - E. Highly unsatisfactory
7. Are you satisfied with promotion of your organization?
 - A. Highly satisfactory
 - B. Satisfactory
 - C. Neither satisfactory nor unsatisfactory
 - D. Unsatisfactory
 - E. Highly unsatisfactory
8. How do you see the working condition of your organization?
 - A. Very good
 - B. Good
 - C. Neither good nor bad
 - D. Bad
 - E. Ever bad

9. To what extent you satisfy with the organization lead ship particularly employment leader ship?
- A. Very good
 - B. Good
 - C. Neither good nor bad
 - D. Not good
 - E. No answer
10. Do you think that monetary motivation increase productivity? A. Yes B. No
11. Are you satisfied with the factories monetary motivational strategy? A. Yes B. No
12. If your response is positive to what extent do you satisfied their of _____

13. What type of motivation in most cases increase productivity?
- A. Financial
 - B. Non financial
14. To what extent does this monetary motivation increase productivity? _____

15. Does the organization facilitate training program or motivational purpose? A. Yes B. No
16. If your answer to Q.No 15 positive or yes what is the role in case of increasing your job performance ? _____

17. What kind of training do you get in most of the time? _____

Thank You for your genuine response!!

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