ASSESSMENT OF EMPLOYEES MOTIVATION AND ITS IMPACT ON PERFORMANCE OF EMPLOYEES (CASE STUDY GENESIS FARMS BISHOFTU TOWN)

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Abstract

This study conducted on the topic assessment of employee's motivation and its impact on performance of employees in a private organization called Genesis Farms Ethiopia P.L.c. The underling reason for undertaking this study is to assess the techniques of employee motivation of the organization and its impact on the employee's performance and it is believed that there is higher relationship between employee's motivation and their performance. This is because there was a problem in employee motivation management that leads to employees turn over in so many companies.

The study was based on both primary and secondary data. Structured questionnaire and unstructured interview would have been used for collecting the primary data and employees records of the company for secondary data. Stratified sampling techniques will be used for sampling process. The study has been worked with 10% of sample size. This study used descriptive data analysis method due to qualitative nature of data type. Processing and analysis of data has been performed by using a manual and simple calculating machine.

The following major findings are also included in this paper such as low salary and financial rewards, unsatisfactory job, low motivational techniques of merit and voluntary turn over. Eventually, this study suggested and recommended the alternative solution to minimize low motivational techniques and also determined there is any relationship between employee's motivation and its impact on performance of employees and some techniques of motivation.

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Table of Content

Abstract.....i
Acknowledgement.....ii
Table of content iii
Chapter One
Introduction 1
1.1. Back ground of the study 1
1.2. Back ground of the organization 3
1.3. Statement of the study 4
1.4. Objective of the study 6
1.4.1 General objective 6
1.4.2 Specific Objective 6
1.5 Scope of the study 7
1.6 Significance of the study 8
1.7 Organization of the study.....9
Chapter Two
2. Literature Review 10
2.1 Introduction 10
2.2 Definition of motivation 11
2.3 Types of motivation 12
2.4 The use of motivation 13

2.5 Factors that affect motivation 14
2.6 Good motivational techniques 15
Chapter Three
3. Materials and methodology 17
3.1 Data (materials) 17
3.2 Area of the study 17
3.3 Source of data.....17

3.4 Method of data
collection.....17
3.5 Sampling Techniques 18
3.6 Sample size 18
3.7 Target group.....19
3.8 Data Processing and Analysis.....19
3.8.1 Data Processing.....19
3.8.2 Data Analysis.....20
3.9 Interpretation.....20
4. Budget and Time Table.....
Reference .....
Appendix .....

CHAPTER ONE

Introduction

1.1 Back ground of the study.

This study was deal with the assessment of employees motivation and its impact on performance of employees in the case of Genesis Farms P.L.C Motivation is seen as moving through an" inside need –0ut ward behavior" pattern. Assessments of employee allow the company to understand and predict human performance and potential, ensuring us to select the right person to the right job. Now days the role in every organization is played by human resource department.

The motivators can be mainly divided into two categories:-

1, Financial factors such as good wages, pay rise and bonuses.

2, Non- financial factors such as thank you letter, health insurance, working condition and opportunity for growth and advancement. But the low employee motivation could be due to decreased success of the organization, negative effects from the economy or drastic changes or uncertainty with in the organization. As a result the low motivated employee could be less efficient, reduces in performance and leaving the organization.(http://ww.Jasper-Assiciates.com)

Employee motivation is a measurement of how happy workers are with job and environmental success. Companies should work to satisfy their customers that competitors do not that may enable them to be most competent and may help them to satisfy in changing environment. These out comes that satisfy customers are accomplished by employees. Therefore the Organization has to interest in knowing how to improve the productivity of employees. Production is a function of each employee attitude to work. Employee performance is of course partially determined by the motivational factors practiced by the organization. Motivation is forces with in individual

that account for the level direction and persistence of effort expended at work. The motivation to work is likely to change as other life activities change.

Therefore private owned companies motivation must be always consider according to the condition of competitive organization in the business world to become better than the other competitors. Motivation determines the condition that initiates employees to become more productive and satisfied. (Yordanos 2006 page.2)

Through this study the researcher have been try to identified the factors of employee's motivation, the major importance of employee's motivational factor used to minimize motivation problem, assessing what are the currently used major motivational techniques of Genesis Farms Ethiopia P.l.c and the paper want to recommend the alternative motivational techniques that will be used by Genesis Farms as well as other organization in order to aware employees motivation.

Low motivational activity has been seen in Genesis Farms Ethiopia p.l.c still now. Investigating these factors that contribute to low motivational activities is very crucial. These include problem of transportation service, off job training and development, absence of annual performance review, low amount of salary, lack of educational up grade, no gain and profit sharing among employees, job description didn't available as needed, even if the employees were work six days continuously within a week with out any additional payment.

So many employees are leaving the organization to find better working condition and payment system; especially the labor workers were highly dominated with work load and slight attention has been given to improve their treatment. Absence of formal employee's treatment lead to turnover and production decrease.

In order to overcome the problem, the company should have to improved payment system; give employees training for qualification, increase their wages by looking inflation, if any and encourage them through bonus incentives semi-annually or annually in case of holidays and provide vacation once a year, provide transportation service, opportunity for education up grade and merit, gain and profit sharing, job description with concerning to limited working time and days. Because employees were considered just another input into the production of goods and service. When Genesis farms P.L.C will take in to consideration motivational techniques, the employees will be satisfied and effective in their performance and it would also help the organization to reduce turn over if there is any. Hence the management is highly responsible to do a lot in order to motivate the employees of the organization. Treating employees in such a way that they can make their contribution to the best of company's success may lead to satisfy needs of customers and to get reasonable profit.

1.2. Back ground of the organization.

Genesis Farms Ethiopia P.L.C was established in 1996GC. With a Memorandum of Association signed between two share holders Mr.Gert Van puttan from Netherlands and Genesis Farms Ethiopia L.L.C from USA in accordance with commercial code of Ethiopia 1960, in Oromia regional state, Ada'a woreda, Bishoftu town. This organization is located 47 Km way to the east direction from the Addis Abeba. On July 2001, an Ethiopian citizen partner Ato Behailu Woldu is added to work for three. The Firm initially started its operation with total paid up capital of Birr 3,300,000.

The Firm started its operation with the number of workers about 50 to 60 by receiving 10,125m2 lands from the government and renting from local farmers around the farm Currently by cultivating different types of products on the total of 39.4125 hectare land with 500 workers.

Genesis Farms Ethiopia P.l.c engaged integrated agriculture by following modern production system. It has the following departments:

1, Vegetables: - produce different types of vegetables.

2, Poultry: - Day old chickens, eggs, pullets Farm chickens.

3, Dairy: - Milk, Butter, Yoghurt, Gouda Cheese &Local Cheese.

4, Work shop: - producing Cages, Construction of Green house.

As it established the company provided so many opportunity to the around society like free clean water service and building schools.

1.3. Statement of the problem

Motivation refers to the forces with in the individual that account for the level, direction and persistence of effort expended at work. (Yordanos 2006) Motivation provides various benefits to the employees as well as to the organization: - Motivation puts human recourse in to action. It means, through motivation human recourse can be utilized by making full use of it. Motivation improves level of efficiency of employees. This statement express that the level of subordinate or employees does not only depend up on his qualification and abilities. Motivation leads to achievements of organizational goal and builds friendly relationship. Motivation leads to stability of work force. This means it is an internal feeling which can be understood only by managers since he is close contact with the employees.

`Human resource department is aimed at influencing effectiveness of employees in organization. It involves in activities like human resource planning recruitment placement and compensation management and job analysis (Hersey, 1998).

Employee motivation systems are the most important activities of this department. Motivation is a means of satisfying, motivation and enhancing individuals and return institutional performance, creating stable work environment or reducing turn over, enabling organization to provides superior service for its customers and achieve their objectives effectively. When employees do not get attention they leave the organization and search for a better atmosphere to gets satisfaction on their job (Yordanos 2006. P. 1)

The conduct of this study would be help to identify and analyze the factors that hinder the employees motivation in Genesis Farms EthiopiaP.LC, to minimize the problem of employee motivation by giving important information about the problem of low motivation, to determine whether there

is any relationship between motivation and employees performance and to suggest important possible solution to the problem faced for respondents.

Therefore study would also try to come up with a passable and practical solutions or recommendation for the problem associated with employee motivation. The organization have to offer intrinsic and extrinsic rewards promotion, transfer, incentives, technical training based on their membership and seniority, job status, competencies and performance and amend their organizational policies and practices in order to initiates employees to become more productive and satisfied. Due to this, the finding has been concerned with the following question in order to address and overcome the problem.

1. What is motivation?
2. How are employees motivated in working environment of Genesis Farms Ethiopia p.l.c?
3. What is the major importance of employee's motivation on Genesis Farms Ethiopia P.L.C.?
4. What are the factors that affect employee's motivation in Genesis Farms Ethiopia p.l.c?
5. What are the alternative motivational techniques the organizations should have take to being effective performance of employees

1.4. Objectives of the study

1.4.1. General Objectives

The main objective of this study to examine employee motivation and its impact on performance of the employees in case of Genesis farms p.l.c.

1.4.2. Specific Objectives

- ✓ To explore the factors that affect employee motivation and leads to turnover.
- ✓ To identify major importance of employees motivational factors on minimization of motivation problem
- ✓ Assessing currently being used major motivational techniques of the Genesis Farms P. L.C.
- ✓ To recommend alternative motivational techniques.

1.5. Scope of the study

Human resource involves activates like motivation recruitment, placement turnover and the like. But this study has focused mainly in motivation and its impact on employee performance. The entire target of this study has been concerned on private owned organization called Genesis Farms Ethiopia P.L.C in the head office, which is found in Bishoftu town because of the following factors.

1. Due to lack of sufficient time and resource constraint to cover all over Ethiopia.
2. Absence of insufficient study Knowledge from my previous experience
3. The study would have been limited on factors that affect employee's motivation and its consequential result on the performance of employees in the organization only.

1.6. Significance of the study

Employee motivation is the practice of almost all organizations whether they are private or governmental organizations. The purpose of employing better motivational techniques is to obtain an advantage over other competitors by motivating employees. This study has provided the following benefits at all.

1 .To knows and understand the attitude of employees towards the organization.
2 .To serves as a feedback to the organization.
3 .It can help the researcher to develop his theoretical experience.
4 .Other companies may learn the way of employee treatment from the study.
5 .It may help as a great important for further study who want to refer the study on similar area in depth.
6 .It will help the organization to identify the factors of employee's motivation that affecting productivity of the organization.

1.7. Limitation of the Study

The study have been barriers with the following activities while the data has been collected from respondents of the Genesis Farms Ethiopia P.l.c

- Negligence; - Some of the employees did not feel responsibility to give appropriate answers for the questionnaires and no consistency on their answers.
- Resistance: - Since employees have no exposure on the research made in the corporation, some of them were not willing to receive questionnaire and some of them did not return it back.
- Distant location and budget constraint: - Because of the study was conducted in Avery distant area from the site of the researcher and the experience of budget constraint, it has been difficult to get further information at the time of analysis for in appropriately filled questionnaires
- Shortage of time: The time given for data collection was very short either to negotiate with higher officials for the promising information or to collect the distributed questionnaires.

1.7. Organization of the study

This study have been organized in such a way, that the introductory part has try to see the back ground of the study, statement of problem, objective of study, significance of the study, limitation and scope of the study. The second chapter deals with the review of the related literature. The third chapter shows the overall methods and methodology of this study, data analysis presentation and interpretation. The fourth chapter has been included the result and discussion part. Finally, the last chapter ends the study with summary of finding, conclusion and recommendation of paper.

CHAPTER TWO

Literature Review

2. Introduction.

Motivation is the activities of the goal oriented behaviors. Motivation can be intrinsic or extrinsic. Intrinsic motivation causes as to participate in an activity for our own enjoyment rather than for any concrete, tangible reward. But extrinsic motivation causes to do something for money, a grade or some other concrete, tangible reward. (Field man 1998, P. 192).

Motivational theory suggested that different people have different needs at different times. Some employees are ready to fulfill growth needs where as others are still struggling to satisfy their minimum existence needs (Steven L. Mc Shane page 64). There are three motivational categories:- security, achievement that someone motivated to do something for own seek and for social recognition.

Many contemporary authors have also defined the concepts of motivation. Motivation has been defined as the psychological process that gives behavioral purpose and direction (Kreither, 1995); a predisposition to behave in a purposive manner to achieve specific unmet needs (Buford, Bedeian and Linder 1995); an internal derive to satisfy un satisfied need (Higins 1994); and the will to achieve (Bedeian 1993). For this study motivation is the managers understand that prompt people to initiate action and what influence their choice of action and why they persist in that action over a time.

Morale, which is an attitude or feelings the workers have about the organization and their total work life of organization have to takes steps to channel the quality of work life. Quality of the work life effort focus on enhancing workers dignity, improving their physical and emotional well being and enhancing the satisfaction of individuals achieve in the work place by developing positive work environment teams can capture the commitment of their employees. The result is employee who is truly motivated; they want to do their jobs well. Such commitment combined to the skill to do the job, creating an energetic highly complement lab our force to work in partner with the management. Motivation is not a magic, but a set of process that in flume behavioral changes (plunket, 1994).

The manager who focuses on employees emphasizes workers needs he/she treats employees as valuable assets and respects their views. Because always remember that employees are human beings and not a machine. By focusing on employees manager can increase job satisfaction and decrease absenteeism since the employees becomes motivated by the recognition they are getting and develops belongings (planket, 1994).

Invisible inner state that energizes human goal directed behavior that drives accomplish personal and organizational goal. But motivating employees most of the time focus had been on money.

2.1. What is motivation?

Motivation is not a magic, but a set of process that in flume behavioral changes, (plunket 1994). Yordanos defined the term motivation “is a means of satisfying, motivating and enhancing individuals and return institutional performance creating stable work environment or reducing turn over, enabling organization to provide superior service for its customers and achieve their objectives effectively” (yordanos 2006) Mohammed defined

motivation as set of attitudes and values that predispose a person to act in a specific goal directed manner, (Mohammed 2066, P 14). At one time, employees were considered just another input in to the production of goods and services (Steven L. MC Shane 1998).

In motivating employees most of the focus had been on money. From Aristotle through F.W. Taylor money was the only thing that motivated employees. All types of cognitive and a cognitive process also affect the relation ship between pay and motivation (Ivancevinch, 1998) Motivation is forces either with in or external to a person that cause enthusiasm and persistence to pursue a certain course of action.

The study will be going on in various spheres about other motivations (satisfaction) that people demand from their work. The net result of how term experiment by professor mayo was to arrow painted at tension to the fact that, besides economic satisfaction men and women wanted certain social and psychological motivation (satisfaction) from their work. It is necessity for adequate motivation and morale (stoner 1997).

2.2. Types of Motivation

Motivation is driving force behind our actions fueled by our desire for something. There are two main categories of motivation, intrinsic and extrinsic motivation.

Intrinsic Motivation: - It comes from the personal enjoyment and education achievement that we drive from doing that particular thing.

Extrinsic Motivation: - is a motivation that comes from things or factors that are outside the individual. There are different types of motivation that are listed in the following.

1 **Achievement motivation: -** This is an intrinsic thing. It is the drive to pursue and attain goals. An individual with achievement wishes to

achieve objectives and advance upon the ladder of success.

2 **Affiliation motivation: -** is an external driver. It is a drive that related to people on asocial basis persons with affiliation motivation performs work better when they are complimented for their favorable attitudes and co-operation.

3 **Competence motivation: -** It is a drive to be good at something, allowing the individual to perform high quality work.

4 **Power Motivation: - It** is a drive to influence people and changes situations power motivated people wish to create an impact on their organization are willing to take risks to do so.

5 **Attitude Motivation: -** is how people think and feel. It is their self confidence, their belief on themselves, their attitude to life. It is how they feel about the feature and how they react to the past.

6 **Incentive motivation:** - It is where a person or a team reaps a reward form an activity. It is “you do this and you get that” attitude.

7 **Fear motivation: -** fear motivation coercions a person to act against will. It is instantaneous and gets the job done quickly. It is help far in the short run (http:// www….)

2.3. The use of motivation.

Motivation is energize the employees. The employee motivation will be helped to provide:-

1 .Develop friendly and corporate relationship between employees and the organization.

2 .The use of motivating will increase job satisfaction and decrease absenteeism.

3 .It can build team work of positive reaction ship and mutual trust among employees.

4 .The well motivated employees are more productive and creative.

5 .Employees is getting and will develop belongings.

6 . Motivated employees help the organization to survive.

2.4. Factors that affect motivation

Before a leaders can effectively stimulate motivation with in his/her group or individual members. He/she must be aware of the factors that affect motivation. As a leader, it is important that you understand your own motives as well as those of your group members. There are seven basic factors that affect our ability to motivate.

1 **.Group size:** A group should neither be too large (impersonal) nor too small cover worked.
2 **.Group goals:-** Even if the purpose of the groups is predetermined it is important that group members be a parts of the organization as goal setting process and help establish the groups direction.
3 **.Competencies of members: -** Leaders must attempt to match individual skills or interest with group tasks. Members should also be provided with the proper resources and information to do this task.
4 **.Leadership:-** Participatory and empowering leader ship motivates best. A leader should know his/her leadership style and let his/her group members know it also. Leaders must also be cognizant of the sages of group /team development/ i.e. forming, storming, norm, performing and appropriate times).
5 **. Meeting time and length: -** the meeting time and length should be conducive to the group member's attendance. Meeting should be productive and when necessary ice breakers should be used to promote team building with in group. If there is nothing to cover then don't meet.
6 **.Publicity:-** the group's activities and its respective member's ship are visible to everyone on campus. Improper publicity or lack thereof, will diminish the significance or importance of the group contributions to campus.
7 **.Social Interaction/from: -** groups should be as informal as

possible with plenty of opportunities for related interaction among group members. It is important for individual members to develop a sense of belonging and acceptance with the other group members and group goals.

2.5. Good motivational Techniques.

There are good motivational techniques provided to satisfy employee that encourage them to contribute their effort for the success of the organization.

1 ***.Assessing and evaluating your employees strength, interest areas, inclination and complementary skills and delegating the responsibilities accordingly form an excellent employee motivational step***:- A little change in the nature of dates according to the interest will increase the productivity and enthusiasm to quite a great extent.

2 ***.Well time and properly measured appraisals and a appreciatiations also motivate and encourage the employees at work place tremens dourly***:- Appreciations and Appraisals, show your faith in the employees work.

3 ***.Money's the impetus. It instigates employee motivation***:- correct monetary evaluation and rewards for a person's out standing performance not only motivates him and makes him accomplish even better results but also refrain him from looking else where for better opportunities.

4 ***.Keep the dynamism of the work place ignited***:-

5 ***.This kindles immense motivation amongst the employees to work zealously***:- In order to keep your man power highly motivated and brimming with energy and enthusiasm, keep the assignments and projects interesting and offer enough scope for

professional development.

6 ***.Keep the staff abreast with latest technological know how and stimulate motivation and enthusiasm at work***: provide ample training opportunities to keep your man power up date with latest technology and work related developments. (http:// www).

CHAPTER THREE

3. Materials and Methodology

The methodology is the core of scientific study as it is the way through which finding are to be achieved. This is an essential prerequisite for the validity and reliability of the result to be found out. When the study activity is conducted the data collection sampling technique, sample size data processing data analysis and interpretation are carried out.

3.1. Data (materials)

Data is the raw information which is the basic element in any research studies because the more value and actual data will be use in particular study they are more reliable and dependable. Work related data from employees the organization is given top priority for conducting the study.

3.2 .Area of study

The study has been carried out in Oromia regional state, in Bishoftu town at the head office of Genesis Farms Ethiopia P.L.C which is 47 Km away from Addis Abeba.

3.3. Source of Data

Both primary and secondary data have been used simultaneously. The researcher collected fresh data concerning factors that contribute to low motivational activity and also want to assess the present motivational techniques in the Genesis Farms Ethiopia P.l.c. However, because of timely

evidence, primary data has been gathered by using questionnaire and the questionnaire would have been given the first attempt at data collecting for simplicity and convenience. Secondary data collection is made from different records, and documents of the organization.

3.4. Method of data collection.

The primary data collection for the study would have been done using structure or self administered questioner and also unstructured way of interview. The questionnaire included ***multiple choice*** and ***open ended*** questions. Open ended questions were used so as to get supplementary information from respondents. Most of the questioners were designed as structured because of the variation in the educational background, perception and job function. As a result, the questioner which is developed to collect a primary data is two types. These are open and closed ended questioners.

1 **.Open ended questioners,** used when the respondents are asked to provide their own answer according to kind of question they are asked and their answer was not in any way limited.
2 **.In closed ended questioners**, the respondents are asked to select or choose their answer from the listed alternatives under each question and they are in the form of Yes No

Unstructured interview and discussion was also have been made for a few key concerned employees who were useful for the collection of primary data that will be needed.

Secondary data collection is also made from different records reports and documents of the organization but more the study emphasis has been given to primary data.

3.5. Sampling Techniques

Particularly stratified sampling is used in order to get accurate estimate and to obtain a representative sample of group. Because the population of the study is homogeneous character based on their work departments, we expect that the variability within group is lower than the variability for the population as a whole. Under this technique the total population is divided into four different departments that are called strata or groups based on their work departments as Human resource, production operation, Market and sales and Finance departments. The sampling unit has selected from each stratum randomly.

3.6. Sample size

The sample size was estimated to be 10% out of 500total populations. Here populations contain a two subdivision male and female.

The number of respondents is 50 in number from total population of 500employees of the organization out of which 300 are females and 200 are males.

3.7. Target group

The respondents are the employees of Genesis Farms Ethiopia p.l.c who are serving the organization are 50 out of the 500 employees of the organization. The sample size is 10%, workers out of 500 workers including both strata in which 30 for females and 20 for males.

I.e. For female 300x10%=30 person

For male 2oox10%=20 person

3.8 .Data processing and Analysis

3.8.1. Data processing- The collected data was exited coded, classified and tabulated to make amendable to analyze, this is done to

assure accuracy, consistency and completeness. Through editing, the data is checked and adjusted for emission, legibility and errors so that the completeness, consistence and reliability of data will be ensured. The data is stored as it facilitates subsequent processing and analysis. Then classification of data will be done in order to reduce a large number of raw data in to homogeneous groups to get meaning feel relationship among the values of data that affect motivation, used for emission, legibility and errors so that the completeness, consistence and reliability of data was ensured. The data is stored as it facilitates subsequent processing and analysis. Then classification of data has done in order to reduce a large number of raw data in to homogeneous groups to get meaningful relationship among the values of data that affect motivation.

3.8.2. Data Analysis.

Here the data has been transformed in to understandable form and it is easy for interpretation. For this study the type of data analysis used is descriptive data analysis. Because of qualitative method of study, descriptive data analysis is used to describe the basic features of the data in a study; they provide simple explanation about the sample and the measures taken through descriptive writing.

The data have been tabulated for indicating the events percentage and frequency distribution would have been performed manually by using a simple calculating machine.

3.9. Interpretation

This phase is a logical sequence after data processing and analysis. Therefore at this phase great care has been taken to draw conclusions and to arrive at feasible findings that are pertinent to managerial implications and meaning of research investigation. In doing so, intensive attention was given

to prove primitive interpretation and generalization.