

**ST. MARY'S UNIVERSITY COLLEGE
BUSINESS FACULTY
DEPARTEMENT OF MANAGEMENT**

**EMPLOYEES MOTIVATION IN GREAT ABYSSINIA
PRIVATE LIMITED COMPANY**

**BY
SHAMPION HAILU**

**JUNE 2010
SMUC
ADDIS ABABA**

**EMPLOYEES MOTIVATION IN GREAT ABYSSINIA
PRIVATE LIMITED COMPANY**

**A SENIOR ESSAY SUBMITTED TO THE
DEPARTMENT OF MANAGEMENT**

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ST. MARY'S UNIVERSITY COLLEGE**

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DEGREE OF BACHELOR OF ARTS IN MANAGEMENT**

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CHAPTER ONE

INTRODUCTION

1. 1 BACKGROUND OF THE STUDY

Motivation is a process that starts with physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or an incentive.

A basic principle is that the performance of an individual depends on his or her ability. Capability and commitment to human resources of organizations is the main success factor for sustainable competitive advantage.

From the above and other definitions proposed by various writers, the following observations can be made regarding motivation.

- Motivation may be positive as well as negative. Positive motivation includes incentives, rewards, and other benefits while negative motivation includes punishment.
- The process of motivation contributes to and boots up the morale of the employees. And high degrees of motivation lead to high morale.

Motivation force and its degree may differ from individual to individual depending on his personality, needs, competence and other factors. (Singh, 2000: 66).

They are, in fact, very difficult. Motivation is influenced by forward –looking perceptions concerning the relationship between performance and rewards, while satisfaction refers to people’s feelings about the

rewards they have received. Thus satisfaction is a consequence of past events while motivation is a consequence of their expectations about the future.

Managers should be aware of this important difference. Attempts to improve future performance by focusing on past rewards and benefits demonstrate a lack of understanding of the character of satisfaction. Satisfaction is past oriented; motivation is future-oriented. (Harsy , 2003: 24)

Currently the company has 600 employees with in 4 departments.

Namely: - 1. Marketing department
2. Finance department
3. Cost and budget department and
4. HRM department

Source: - by interviewing the personnel management of Great Abyssinia PLC.

It was established in January 2003 with an initial capital of Birr 10,000.

The business objectives of the company are:-

- Import by packing coffee, tea & water.
- Engage in other industrials, commercial, transport, agricultural or any other business activities, which the company may find feasible and beneficial.
- Engage In the manufacture of Tulip napkin.

1.2. STATEMENT OF THE PROBLEM

Absence of information and communication department, Lack of written and clearly formulated financial strategies and objectives, Understaffed and under capacitated Personnel section, Poor market feasibility studies and research, and Insufficient warehouses are major weaknesses.

Great Abyssinia PLC has a full of capacity to cover at least half of the tuition fee of its employees, but could not do this. The increment level of

one worker also given to after two years and above. The company does not know the way how its employees becomes motivate and more competitive in their respective task.

Every thing is restricted in this company; workers do not use internet and other programs except organization's benefit. *(Through observation and organization's profile)*

1.3. RESEARCH QUESTIONS

This study attempts to deal with the following basic questions:-

1. What are employees attitude towards motivation?
2. What is the enormity of motivation problem to the company?
3. Which factors affect employee motivation system?

1.4 OBJECTIVES OF THE STUDY

The general objective of the study is to assess the satisfaction level of Great Abyssinia Private limited company with the organization's motivational system and its impact on productivity. The following Specific objectives are drawn from this general objective.

1. To investigate attitude of employees towards the motivation system of the organization.
2. To assess the magnitude of motivation problem of the company.
3. To identify those factors that affect employees' motivation.
4. To observe employees before and after motivation.

1. 5 SIGNIFICANCE OF THE STUDY

It is believed that the result of this study would hopefully help to advise appropriate strategies that would enhance the motivation system of the company. In addition the study may initiate others who would like to carry out further study in the area and serve as a reference material.

1.6. SCOPE OF THE STUDY

This study is limited only to Great Abyssinia Private Limited Company located at Bole Medhanialem, because of shortage of time, and other resources, but other branches are found around Legehar, Francay and Sululta.

To gather the needed data the researcher uses 72 respondents and with the objectives of addressing all factors affecting employees motivation, the researcher connected primary data. Among 72 questionnaires, who have distributed to Great Abyssinia Private Limited Company, who are working marketing, finance, cost, budget and human resources department. Among the total questioner that distributed 62 have been respondent appropriately.

1.7. RESEARCH DESIGN AND METHODOLOGY

1.7.1 RESEARCH DESIGN

A descriptive method is used in carrying out this study because it pictures the current situation in the organization and shows accurately the characteristic of a particular situation. Moreover; it also helps the researcher to see clearly several kinds of data related to the subject under the study.

1.7.2 POPULATION AND SAMPLING TECHNIQUE

Great Abyssinia PLC has 600 employees out of this 12% (i.e.72) employees have been selected using simple random sampling technique. Simple random sampling technique gives all employees equal chance to be selected. This is the reason for the writer of this paper to use this method. Reason for selecting 12% is that the student researcher of this paper believes the selected sample population gives adequate information to assess employees motivation of the company. In addition

to this reason shortage of time and resource constrains to cover all employees are the sample population to 12%.

1.7.3. TYPES OF DATA USED

During the study the researcher used two major sources primary and secondary data. Primary data came from the original source and were collected by using questionnaire and secondary data were collected from documentary sources, which include magazine, books, and other relevant sources.

1.7.4 METHODS OF DATA COLLECTION

1.7.4.1 PRIMARY DATA COLLECTION

Deals with some of the following visiting had been made and discussion with their consent and observations as a tool to collect relevant data from line managers and staff members.

1.7.4.2 SECONDARY DATA COLLECTION

Organizational profiles, manuals, and some books were consulted to secondary data collection.

1.7.5 METHOD (S) OF DATA ANALYSIS

The data obtained from different sources were reviewed, verified and analyzed in relation to literatures, observation and current organizational work practices, in order to avoid repetition (duplication).

1.8. ORGANIZATION OF THE STUDY

This study consists of four chapters. Chapter one deal the proposal of the study, Chapter two deal with literature review, Chapter three deals with data analysis and Chapter four deals with summary, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1. DEFINITION OF MOTIVATION

According to Aswathapa, (2002: 313), motivation is a process that starts with physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or an incentive .

A basic principle is that the performance of an individual depends on his or her ability backed by motivation stated algebraically the principle is.

$$P = f(\text{ability} * \text{motive})$$

Ability refers to the skill and competence of the person to complete a given task, however, ability alone is not enough. The person's desire to accomplish the task is also necessary. Organization become successful when employee have abilities and desire to accomplish the given tasks motivation may be understood as the set of forces that calls people to behave in certain ways . Motivation is goal directed. A goal is a specific result that the individual words to achieve.

Mullins (2002: 64) stated that motivation is a "driving force through which people strike to achieve their goals and fulfill a need or uphold a value. Needs, values and goals can be seen as the building blocks of motivation.

Capability and commitment to human resources of organizations is the main success factor for sustainable competitive advantage.

From the above and other definitions proposed by various writers, the following observations can be made regarding motivation.

- Motivation may be positive as well as negative. Positive motivation includes incentives, rewards, and other benefits while negative motivation includes punishment.

- The process of motivation contributes to and boots up the morale of the employees. And high degrees of motivation lead to high morale.
- Motivation force and its degree may differ from individual to individual depending on his personality, needs, competence and other factors.

2.2. MOTIVES, GOALS, MOTIVE STRENGTH AND CHANGES IN MOTIVE

2.2.1. MOTIVES

People differ not only in their ability to do but also in their will to do, or motivation. The motivation of people depends on the strength of their motives.

Motives are sometimes defined as needs, wants, drives or impulses with in the individual. Motives are directed toward goals, which may be conscious or subconscious.

Viktor Frankl, a German psychologist asserted in this book Man's search for meaning that ,” The striving to find a meaning in one's life is the primary motivational fore in man . This was the same theme Tome Peters and Robert Waterman used in their best –selling book, In search of excellence, particularly in chapter 3, “Man waiting for Motivation.” They observed that, “the dominating need of human beings is to find meaning...to control one's destiny,...to be an expert in the promotion and protection of values .”

Motives are the “whys “of behavior. They arouse and maintain activity and determine the general direction of the behavior of an individual. In essence, motives or needs are the mainsprings of action.

2.3. MOTIVATION AND SATISFACTION

Edward E. Lawler **III**, a researcher, educator, and consultant, has examined the relationship between motivations and satisfaction because some managers may think these terms are similar if not synonyms. Lawlers thinks they are not.

They are, in fact, very difficult. Motivation is influenced by forward looking perceptions concerning the relationship between performance and rewards, while satisfaction refers to people’s feelings about the rewards they have received. Thus satisfaction is a consequence of past events while motivation is a consequence of their expectations about the future.

Managers should be aware of this important difference. Attempts to improve future performance by focusing on past rewards and benefits demonstrate alack of understanding of the character of satisfaction. Satisfaction is past oriented; motivation is future-oriented. Harsy,(2003:24)

2.4. INTEGRATION OF FOUR MOTIVATION THEORIES

Figure 2-1 Comparison of Four theories of motivation

Maslow	Alderfer	Hertzberg	McClelland
Self- Actualization	Growth	Motivators	Need for achievement
Esteem			
Social	Relatedness	Hygiene Factors	Need for Affiliation
Safety	Existence		
Physiological			

Source: Gregory B. North and Margaret A. Neal, *Organization Behavior.A challenge, 2nded.* (Fort North: Dryden Press, 1994), P. 113.

2.5. ACHIEVEMENT MOTIVATION

Achievement motivation is generally associated with the work of D. Mc Cell and focused his attentions on three particular needs.

1. The need for Achievement
2. The need for Affiliation
3. The need for Power

For these three, the need for achievement received the greatest emphasis in the research. This was because this motive was perceived as having a relatively stable tendency, and was activated by external events in the individual situation. Martins,(2001:77)

2.6. FACTORS AFFECTING MOTIVATION (DEMOTIVATION)

A number of factors affect the nature and level of motivation of employees (demotivate). Some of these factors, along with Indian researchers, are presented below:

1. NEED STRUCTURE

Research evidence suggests that the level in the organization tenure, and profession influence the need structure in the organization. In yet other study, Pandey and Prakash (1986) showed that positional differences did make a difference in motives.

2. MOTIVATION AND JOB SATISFACTION

A number of studies have pointed to positive relationship between various kinds of motives and job satisfaction. Most studies have found clusters of motivational factors relating to job satisfaction. Saiyadian, (2003:49)

2.7 THEORIES OF MOTIVATION

Those with responsibility for designing reward systems will benefit from an understanding of motivation theories. Work motivation theories develop in to psychological explanations about what motivates people in formal organizations. There fore, motivation and rewards are connected because rewards are given on the understanding that employees are motivated to commit them selves at the work –place.

Pay performs the following roles about rewards.

1. It satisfies personal needs (e.g. provides an escape from in security, creates, a feeling of competence, and opens up opportunity for self – fulfillment).
2. It provides feed on how well a person is doing on a variety of fronts and it acts as an indicator of that person’s relative position in the organization.
3. It is a reward for success in controlling others where the individual has a managerial position.
4. It conveys a capacity to spend in the sense that pay reflects purchasing power in the consumer market.

In the above situational interpretation of **Pay** it is clear that a reward could mean different things to different people. For example, one person desires a certain level of income to satisfy his/ her security needs, to person money serves as a means to portray his/ her relative success at work, and to a third it is a means to provide spending power compatible with e expectation of status.

Researchers in work motivation have stressed the importance of different factors in the motivation of workers, through in some cases there was a convergence of view.

➤ **ECONOMIC PLAN**

Money as a major factor was endorsed by Taylor (1947), the founder of scientific management , in the earlier part of this century , people were

Seen to be motivated by –self-interest and were keen to accept the challenge to maximize their income. From the organization’s point of view, the opportunity to maximize production rested on creating reward systems. (E. g. piece rate, payment by results) where financial returns (extrinsic rewards) vary with levels of out put. The greater the level of out put, the greater the level of individual reward

➤ **HUMAN RELATIONS**

The economic plan school of thought gave way to the human relations perspective expanded by Mayo(1949) . Following a series of experiments on the social and environmental conditions at work , the importance of recognition and good social relationship at work , as motivational factors contributing to morale and productivity was heavily underlined .

➤ **NEEDS THEORY**

The need theories principally represented by Maslow (1954) and Herthz berg (1966) Maslow arranged human needs in the form of hierarchy with basic needs (e.g. hunger security and safety) at the lower end , self- actualization needs at the top , and ego and social needs in the middle .

The individual moves up the hierarchy as lower needs are satisfied, and it should be noted that a pressing need is a powerful motivator of behavior until it is satisfied.

➤ **EXPECTANCY THEORY**

Expectancy theory (Porter and Lawler, 1968; Vroom, 1964). People bring to work various expectations about the likely consequences of various forms of behavior reflected in work performance. For example, if people expect that the expenditure of effort will lead to good work performance and generate a satisfactory out come.

➤ **GOAL SETTING**

The setting of goals is said to have an impact on the motivation of the individual provided the goals sets are clear , realistic and challenging ,but not too difficult , and that the person able to participate in their setting .

➤ **EQUITY THEORY**

This theory is concerned with the equitable nature of reward and has significance when the employee perceives the relationship between effort and reward, as would occur in the application of expectancy. Buckley, Mckenna,(2003:147)

2.8. MOTIVATION WITH TRAINING AND PERFORMANCE

Motivation to learn is the basic requisite to make training and development programs effective. Motivation comes from awareness that training fitness some rise in status and pay. Motivation alone is not enough. The individual must have the ability to learn. Ability varies from individual to individual and this difference must be considered while organizing training programs.

Employees get motivated to perform better when their past performance is rewarded adequately.

Employees achieving the desired level of performance expect a certain level of compensation. At some point the management evaluates and rewards the employee's performance. The final step in the process will have the employee setting new goals and expectations, based on past experiences with the organization.

2.9. IMPORTANCE OF MOTIVATION

The increased attention towards motivation is justified by several reasons:

1. Motivated employees are always looking for better ways to do a job. This statement can apply to corporate strategies, and to production workers. It is the responsibility of managers to make employees look for better ways of doing their jobs. An understanding of the nature of motivation is helpful in this context.
2. A motivated employee generally, is more quality oriented. A clear understanding of the way motivation works help a manager make his employees quality oriented.
3. Highly motivated workers are more productive than uninterested workers.
Productivity of workers becomes a question of the management's ability to motivate its employees. An appreciation of the nature of motivation is highly useful for managers.
4. An understanding of the topic of motivation is thus essential to comprehend more fully the effects of variations in other reactions (such as leadership style, job realization, and salary systems) as they relate to performance, satisfaction, and so forth.

S.Saiyadain,(2004:247)

2.10 NATURE OF MOTIVATION

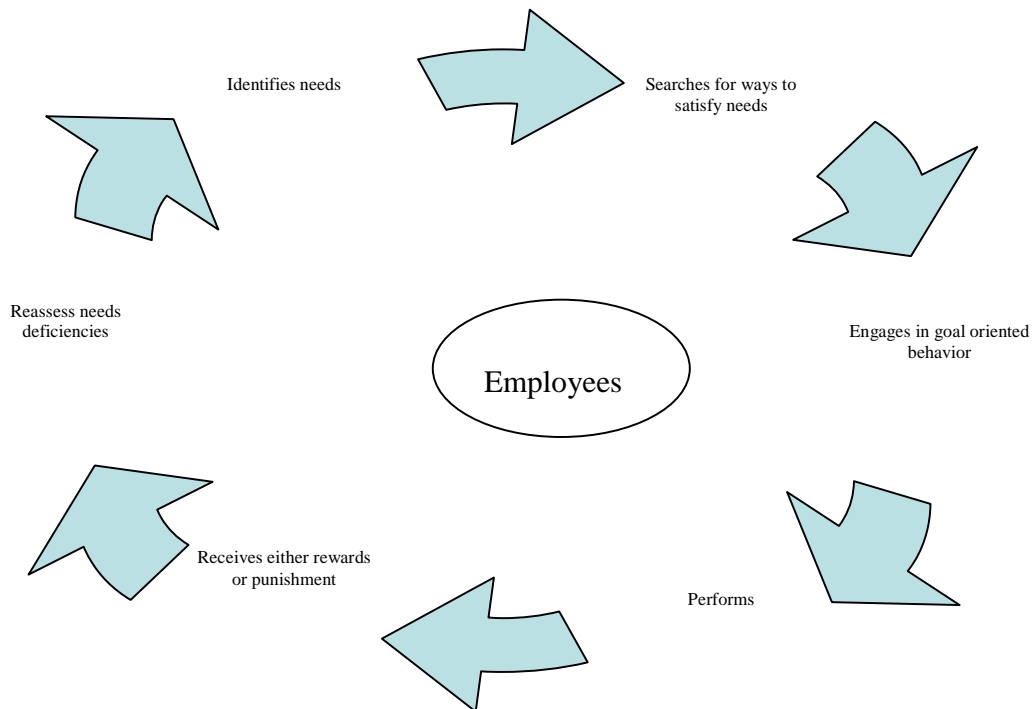


Fig 2.1 Frame work of Motivation

Source: Tata Mc Graw-Hill, "Human Resource Personnel Management, 3rd ed, 2004: P.247

2.11. MOTIVATIONAL CHALLENGES

One reason why motivation is difficult task is that the work force is changing. Employees join organizations with different needs and expectations. Their values, beliefs, backgrounds, lifestyles, perceptions and attitudes are different.

Motivating employees is also more challenging at a time when firms have dramatically changed the jobs that employees perform, reduced layers of hierarchy.

The dynamic nature of needs often poses challenge to any manager to motivating his/her subordinates.

2.12. MOTIVATIONAL TOOLS

There are monetary and non-monetary motivational tools. Wage and salaries, allowance and bonus methods come under monetary category increase in wages and salaries have been used as an effective motivational tool from the time immemorial.

➤ Organizational Policies , Reward systems and Culture

- Personnel policies, such as wage scales and employee benefit (vacations, pensions and the like), generally have little impact on individual performance. But these policies do affect the desire of employees to remain with or leave the organizations and its ability to attract new employee.
- The organization's Reward system- guides their actions that have the greater impact on the motivation and performance of individual employees. Salary increases, bonuses and promotions can be strong motivators of individual performance provided they are effectively administered.
- The organizations Culture – the shared norm, valued, and beliefs of its members can enhance or decreases an individual performance.

S.Saiyadain,(2004:397)

CHAPTER THREE

PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

The analysis and interpretation of this study is based on the data gathered from the respondents of Great Abyssinia Private Limited Company Marketing department, Finance department, Cost and budget department and HRM department. All data was obtained through the distribution of questionnaire containing closed - ended and open - ended questions.

Seventy two copies of questionnaires were distributed. Among these 62 were completed and returned. Thus, the rate of return of the questionnaires is about 86 percent.

Analysis of the information obtained from the respondents is classified in to two sections. The first section presents demographic profile of the respondents. While section two deals with the data pertaining to the study.

3.1 Analysis of the Characteristics of Respondents

Table 1 below analysis the Characteristics of the Respondents focusing on their Sex, Age, work experience, educational level and marital status.

Table 1: Respondents according to Sex, Age, Work Experience, Educational Level and Marital Status.

Item	Alternatives	Frequency of Response	
		No	% age
1.Sex	Male	42	67.75
	Female	20	32.25
	Total	62	100
2.Age	<30	17	27.42
	30-35	30	48.39
	36 and above	15	24.19
	Total	62	100
3.Work Experience	1-2 years	10	16.1
	2-5 years	36	58.1
	6- 10 years	12	19.4
	10 and above	4	6.4
	Total	62	100
4. Educational Level	High School Graduate	10	16.1
	Certificate Graduate	8	12.9
	Diploma Holders	30	48.4
	First Degree Holder	14	22.6
	Total	62	100
5. Marital Status	Married	22	35.5
	Unmarried	40	64.5
	Total	62	100

Table 1 shows that 42(67.75%) of the respondents were male and 20(32.25%) were female. This indicates that almost the numbers of males are twice of that of females in the study. The age distribution of the respondents also indicated that, those who are in the age group <30 made up of 17 (27.42%), the age group 30-35 shows (48.39%) and the remaining respondents (24.19%) were age of 36 and above.

The information above indicates that there is fairly equal representation throughout the different age ranges with large response from individual in the 30-35 years old range and smaller response from individuals in the 36 and above years old range. It indicates that majority of the workers hire in the company are not young enough.

The work experience shows that 10(16.1%) of them have a work experience of 1-2 years, and 40(64.5%) of the respondents have a work experience of 2-5 years. on the other hand 12(19.4%) have a work experience of 6-10 years. The remaining 4(6.4%) have 10 years and above experienced .

Regarding the educational background of respondents, 10(16.1%) are high school graduate, 8(12.9%) are certificate graduates, 30(48.4%) are diploma holders and 14(22.6 %) are first degree holders. The responses shows that most of the employees possess diploma and above.

Concerning their marital status, 22(35.5%) of the respondents were married and the rest 40(64.5%) were unmarried. This indicates that unmarried employees are twice of the married ones employees. Thus, majority of the employees hire in this company must be single.

3.2 ANALYSIS OF DATA PERTAINING TO THE STUDY

Table 2: Respondents according to the extent of satisfaction and motivation with the management of the organization

Item	Alternatives	Frequency of Response	
		No	% age
Most of the organization's employees are motivated and satisfied with the management of the organization.	Strongly agree	2	3.2
	Agree	2	3.2
	Agree to some extent	40	64.5
	Undecided	10	16.2
	Disagree	8	12.9
	Total	62	100

As can be see in table 2 above majority of the respondents, i.e. 40(64.5%) of them replied that they are agree to some extent by the motivation and satisfaction of employees with in the management organization. While that the rest 10(16.2%), 8(12.9%) and insignificant number of the respondents said undecided, disagree, agree and strongly agree respectively. From this one can understand that, employees of the company are not satisfied by the management of the organization.

Table 3: Respondents view of their relationship with the Management

Item	Alternatives	Frequency of Response	
		No	% age
How do you rate the relationship between employees and management?	Very high	12	19.0
	High	14	22.5
	Moderate	30	48.4
	Low	4	6.5
	Very low	2	3.2
	Total	62	100

As indicated in table 3 above, the relationship between employees and management is moderate as confirmed by 30(48.4%) of the respondents. Moreover, 6(about 8%)of the respondents felt that it is low . On the other hand, 26 (about 42 %) of the respondents rated it as high. As one can learn from the data, it seems that most of the employees are not satisfied with the relationship they have with their superiors. This is likely to hamper the motivation of the employees.

Table 4: Availability of the Human Resource Policy in the Organization

Item	Alternatives	Frequency of Response	
		No	% age
Is there a clear human resource (personal) policy in the organization ?	Yes	20	32.3
	No	40	64.5
	Do not know	2	3.2
	Total	62	100
	Total	62	100

As shown in table 4 above, 20(32.3%) of the respondents confirmed that there is a clear human resource (personnel) policy. On the other hand, majority that is 40 (64.5%) revealed that it is non-existent. Moreover 2(3.2%) of the respondents has don't know whether the organization have personnel policy or not. From the data, it is possible to conclude that efforts are not in place to make employees aware the HR policy of the organization.

Table 5: Respondents Evaluation of the Conduciveness of the Organization working Environment.

Item	Alternatives	Frequency of Response	
		No	% age
How do you rate the conduciveness of the organization working environment?	Very good	1	1.6
	Good	1	1.6
	Medium	20	32.3
	Poor	40	64.5
	Very poor	—	—
	Total	62	100

Table 5 shows that the working environment is not conducive according to majority of the respondents 40(64.5%). While the rest, 20(32.3), and insignificant number of them said, moderate, good and very good respectively. Form this one can conclude that, employees of the organization feel uncomfortable.

Table 6: Respondents Evaluation of the Relationship between Employees in the Company

Item	Alternatives	Frequency of Response	
		No	% age
How do you evaluate the relationship between employees in the company?	Very good	16	25.8
	Good	40	64.5
	Medium	4	6.5
	Poor	2	3.2
	Very poor	–	–
	Total	62	100

Table 6 shows that the relationship between employees according to 16(25.8 %) of the employees is "very good". On the other hand 40(64.5%) of the respondents rated it as, "good", 4(6.5%) rated it as "moderate" , and 2(3.2 %) rated it as poor . According to the findings, the relationship between employees seems to be good. Thus, most of the respondents that is more than 90% rated it as good and very good. It is only 2 about 10% who rated the relationship as poor and it might be possible to conclude that the social life of employees in the organization is healthy.

This means every work is done by cooperative and mistakes can be minimized.

Table 7: Respondents views on the Chance they have to Develop their Skill Through Service Training

Item	Alternatives	Frequency of Response	
		No	% age
Have you got the chance for training?	Yes	20	32.3
	No	40	64.5
	Undecided	2	3.2
	Total	62	100

As indicated in table 7 above, 20(32.3%) of the respondents confirmed that they are given chance. On the other hand, majority, that is 40(64.5%) of the respondents confirmed that they are deprived of this opportunity. Moreover 2(3.2%) chose to remain undecided. From the data, it is possible to conclude that the chance given to employees to give feedback to the organization on the performance of employees is lesser amount. This will get in the way the company to see its weakness and make that necessary improvement in its service training activities.

Table 8: Respondents evaluation of the qualification of managers at different level

Item	Alternatives	Frequency of Response	
		No	% age
How do you evaluate the qualification of the managers at different level?	High	10	16.1
	Medium	40	64.5
	Low	12	19.4
	Total	62	100

Table 8 shows that the qualification of managers according to 10(16.1%) of the respondents is " high" On the other hand, data 40(64.5%) of the respondents rated it as, "medium". The rest 12(19.4%) rated it as low. According to the data the qualification of managers seems to be on the average level. Thus, most of the respondents that is more than 64.5 % rated it as medium. It is only 10 (about 16%) who rated the qualification of the manager as high. So, the managers are not well qualified as much as needed.

Table 9: Respondents Satisfaction with Salary Increment Offered

Item	Alternatives	Frequency of Response	
		No	% age
To what extent are you satisfied with the salary increment offered with in the company?	To a very great extent	6	9.7
	To a great extent	10	16.1
	To some extent	46	74.2
	undecided	-	-
	not at all	-	-
	Total	62	100

As table 9 shows, 6(9.7%) of the respondents indicated that they are satisfied to a very great extent with the salary increment offered by the organization. On the other hand, 10(16.1%) replied that they are satisfied to a great extent. However, 46(74.2 %) seem to be satisfied to some extent .The finding indicate that the majority of the respondents are less satisfied with the salary increment.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This study is an attempt to assess the strengths and weaknesses of employee motivation in Great Abyssinia Private Limited Company. It is tried to have summarize necessary information obtained from the sample respondents, draw conclusions, and propose recommendations based on the major findings of the research.

4.1 SUMMARY OF THE MAJOR FINDINGS

The major findings of the research are summarized as follows:

- 4.1.1 Majority of the respondents replied that, they are less satisfied with the management of the organization.
- 4.1.2 The degree of relationship between employees with the management of the organization is average, as revealed by the study.
- 4.1.3 The study indicates that, majority of respondents agreed on absence of human resource (personnel) policy in the organization
- 4.1.4 According to the study, majority of the respondents rated that, they feel uncomfortable by the working environment of their organization.
- 4.1.5 The study reveals that, the employees in Great Abyssinia private limited company are highly cooperative each other in their work place.
- 4.1.6 Majority of the employees working in Great Abyssinia have no chance and/or opportunity for training and development, as indicate by the study.

4.1.7. According to the data obtained from the respondents, the level of managerial qualification hired by the organization is not well qualified.

4.1.8 Majority of the employees are to some extent satisfied with the salary increment made by the organization, as indicated by the study.

4.2 CONCLUSIONS

As can be seen from the previous section of this chapter, employees of Great Abyssinia Private Limited Company are not generally satisfied and most of the managerial status has its own weakness. Hence based on these major findings of the study, the following concluding interpretations have been drawn.

- 4.2.1 The study reveals that, employees are not satisfied with the management of the organization. This may highly affect motivation of employees at work.
- 4.2.2 According to the study, there is a gap between employee and the management of the organization. This might affect the level of cooperation/ integration with in the organization absence.
- 4.2.3 As indicated by the study, there is absence of human resource (Personnel) policy in the organization which makes managing the workforce difficulty.
- 4.2.4 The Study reveals, employees of Great Abyssinia working under inconvenient working conditions, this might cause for the enhancement of turnover rate.
- 4.2.5 According to the study, employees of Great Abyssinia PLC have a custom of working together and share ideas each other, which is significant to build team sprit at work place.
- 4.2.6 The study reveals that, employees haven't got any additional training service. This makes them in competent to handle responsibility and duty.
- 4.2.7 According to the study managers working in Great Abyssiniya is not well qualified, which is highly affecting organizational goal achievement.
- 4.2.8 The study indicates that, are not fully satisfied by the salary they get, this might affect employees job performance.

4.3 RECOMMENDATIONS

As can be seen from the above concluding interpretation, generally Great Abyssinia Private Limited Company are not well motivated the employees. In this section the researcher, has tried to give recommendations that could help the organization in addressing the various possible cause of employee dissatisfaction on enhance the overall effectiveness of the organization.

- 4.3.1 Inorder to have highly motivated work force, the organization recommended reviewing its management practice.
- 4.3.2 Great Abyssinia strongly advised, to fill the gap between employees and the management in order to effectively utilized its human resource.
- 4.3.3 Inorder to resolve any claim from the employees the management of advised to design its personnel policy.
- 4.3.4 Inorder to retain employees, Great Abyssinia strongly advises to review the salary level scale of its employees.
- 4.3.5 The organization recommended building capacity of its work force, In order to assist them to discharge their responsibility in their respective position.
- 4.3.6 In order to develop the skill and experience of employees, the company should provide training to its employees, at least twice a year.
- 4.3.7 Great Abyssinia strongly advised to hire well qualified managers, inorder to get high organizational goal achievement.
- 4.3.8 The organization recommended deciding the salary increment levels, according to qualification, performance and year of stay.

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Appendix

ST.MARY'S UNIVERSITY COLLEGE
FACALTY OF BUSINESS
DEPARTMENT OF MANAGEMENT

Questioner to be filled out by employee respondent

Dear respondents.

The objective of this study is to identify the factors that determine the motivation and their impact in Great Abyssinia private limited company.

Therefore, the researcher kindly requests your sincere and whole heartedly responses to each item in this questionnaire .The success of failure of the researcher depends largely on your true and accurate responses. Confidentiality will be highly respected .So, please give your responses based on the instructions given below.

Instruction

Please read the items carefully and give your response by putting”√”mark in the box in front of a statement or phrase that you may choose . Besides, please don't leave the open ended questions un-answered, and make your response as brief as possible.

I. Personal Information

1. Sex Male Female
2. Age <30 30-35 36 and above
3. Marital Status Single Married Divorced
4. Academic Status A. High School graduate
 B. 10+1, 10+2, Certificate
 C. 10+2, 10+3, Diploma
 D.BA, BSC, Degree
 E.MA, MSC, MBA

5. Work Experience

- A. <2 years
- B. 2-5 years
- C. 6-10 years
- D. >10 years

II. Data focusing on the study

1. Most the organization's employees are motivated and satisfied with the management of the organization.

- A. strongly agree
- B Agree
- C. Agree to some extent
- D. Undecided
- E. Disagree

2. How do you rate the relationship between employees and management?

- A. Very high
- B .High
- C. Moderate
- D. Low
- E. Very low

3. Is there a clear HR (Human Resource) or personnel policy in the Organization?

- A. Yes
- B. No
- C. Do not know

4. If your answer for the above question is" NO" explain your answer

5. If the answer of the above question "Yes" to what extent are you satisfied with the policy of the organization?

- A. To a very great extent
- B. To a great extent
- C. To some extent
- D. Not at all
- E. Undecided

6. How do you rate the conduciveness of the organization working environment?

- A. Very good
- B. Good
- C. Medium
- D. Poor
- E. Very poor

7. In most cases the organization is trying to satisfy the needs of its employees ?

- A. Strongly agree
- B. Agree
- C. Disagree
- D. Strongly disagree
- E. Undecided

8. Explain your answer for the above question

9. How do you evaluate the relationship between employees?

- A. Very good
- B. Good
- C. Medium
- D. Poor
- E. Very poor

10. To what extent does the organization give chance employees to develop their skills through service training?

- A. To a very great extent
- B. To a great extent
- C. To some extent
- D. Not at all
- E. Undecided

11. How do you evaluate the qualification of the managers at different levels?

A. High

B. Medium

C. Low

12. For question number "10" if you have any other evaluation, specify

13. Which employee benefits are conducted by their organization?

A. Bonus

B. Allowance

C. Life Insurance

D. Conducive working environment

14. How frequently does the organization provide salary increment ?

A. Annually

B. Once every two years

C. Once every three years

D. No specific time period

15. To what extent are you satisfied with the salary increment offered?

A. To a very great extent

B. To some extent

C. To a great extent

D. Not at all

E. Any other, specify _____

16. How often does the organization evaluate the performance of the employee ?

A. Once a year

B. Twice a year

C. Not at all any other, please specify _____

DECLARATION

I, the undersigned, declare that this senior essay/project is my original work, prepared under the guidance of Ato Goitom Abreham. All sources of material used of the manuscript have been duly acknowledged.

Name Shampion Hailu

Signature _____

Place of submission SMUC

Date of Submission June, 2010

This paper has been submitted for examination with my approval as the university College adviser.

Name Ato Goitom Abrham

Signature _____

Date of submission _____

